



Terms of Reference

Development of the SADC Centre for Renewable Energy and Energy Efficiency (SACREEE) Business Plan for 2025 to 2029

1. Introduction

The SADC Centre for Renewable Energy and Energy Efficiency (SACREEE) was conceived in 2015 and established as a subsidiary organization of SADC, by the Ministers responsible for Energy in 2016 with the decision to establish the Centre endorsed by the 35th meeting of the SADC Council of Ministers. SACREEE is hosted by the Government of the Republic of Namibia in Windhoek through its Ministry of Mines and Energy. The SACREEE Intergovernmental Memorandum of Agreement (IGMoA) provides the legal and institutional framework for its establishment and operationalization giving it a mandate to contribute towards increased access to modern energy services and improved energy security across the SADC Region. The mandate is to promote market-based uptake of renewable energy and energy efficient technologies and services. SACREEE was established with the technical and financial support of the United Nations Industrial Development Organization (UNIDO) and financial assistance of the Austrian Development Agency (ADA). The Centre is an active member of the Global Network of Regional Sustainable Energy Centers (GN-SEC).

2. Background

SACREEE is one of the four specialized agencies¹ of the SADC energy institutions mandated by the Member States to contribute to increased access to modern energy services and increased energy security by promoting market-based adoption of renewable energy and energy efficient technologies and services in SADC Member States, thereby supporting the Region's socio-economic development. Its mandate is guided by the SADC Regional Indicative Strategic Development Plan (RISDP 2020-2030) and the Regional Infrastructure Development Master Plan (RIDMP 2012 and subsequently by RIDMP 2022 to 2027 under Action Plan 1 (STAP I) from 2012 to 2018 and STAP II from 2022 to 2027, respectively. The SADC Industrialisation Strategy and Roadmap 2015-2063 expounds the industrial aspirations of the region.

SACREEE is, on behalf of the SADC Member States, coordinating the efforts and interventions in the renewable energy and energy efficiency sectors by various actors who include governments themselves, private sector to civil society organizations. Moreover, at the 36th Meeting of SADC Ministers Responsible for Energy held on 11 July 2017, the Member States directed the SADC Secretariat in collaboration with SACREEE to monitor the implementation of the SADC Renewable Energy and Energy Efficiency Strategy and Action Plan (REEESAP) and report progress thereof. SACREEE provides a platform to accelerate the mitigation of barriers for the creation sustainable energy markets and industries.

The work that SACREEE undertakes in support of its mandate needs to be guided by long-term strategic planning and execution frameworks which require constant review to take into account the developments in the renewable energy and energy efficiency sector. The period of 2016-2018 was focused on establishing the Centre. The first Business Plan and Action Plan (2019-2023) to guide the first operational phase of SACREEE was supported by UNIDO through a professional service provider.

¹ The other being the Regional Electricity Regulators Association of Southern Africa (RERA), Kafue Gorge Regional Training Centre (KGRTC) and the Southern African Power Pool (SAPP).



The business model of the Centre is based on Member States contributions, project/programme funding and fee-for-services advisory assignments.

The 2019 – 2023 business plan was implemented in a fast-evolving and dynamic environment under volatile socio-economic and geopolitical factors. During the first five years of operation, SACREEE implemented several strategic activities and spinoff activities have been identified. At the same time, new thematic areas and technologies have emerged. SACREEE’s stakeholders have continued to grow, and their voice and contribution have helped to provide institutional direction. This and the inextricable link and role of renewable energy, energy efficiency with the global decarbonization agenda among other factors make it imperative for SACREEE to review its business plan for the period 2019 – 2023 and on that basis develop the 2025 – 2029 Business Plan and Action Plan. The region still continues to grapple with severe energy insecurity and is still the lowest in energy access in sub-Saharan Africa.

3. Objectives and deliverables of the assignment

The objective of the assignment is to develop the SACREEE Business Plan and Action Plan covering the period 2025-2029, which shall be in line with its core mandate and the SADC regional development agenda. The Business Plan will provide guidance on SACREEE’s operations within the SADC structure. Dovetailing from the AU Agenda 2063 and other related continental and global development agendas, the Business Plan and Action Plan shall be aligned with the corresponding regional policies and strategies adopted at SADC level (such as the SADC Treaty 1992, Energy Protocol 1996 (amended in 2022), Energy Sector Cooperation Policy and Strategy Action Plan 1997 - Activity Plan 2000-2005, REASAP 2020-2030, RIDMP 2012, RISDP 2020-2030, the SACREEE Project Document, REESAP, SADC Industrialisation Strategy and Roadmap 2063, Energy Ministers Decisions among others). Additional references include the Southern Africa Power Pool (SAPP), the Regional Energy Regulators Association (RERA) and the Kafue Gorge Regional Training Centre (KGRTC) plans/strategies and instruments. The Business Plan shall also consider the joint cooperation framework of the Global Network for Sustainable Energy Centres (GN-SEC).

The Business Plan and Action Plan shall establish the role of SACREEE in contributing to achieve the cross-cutting objectives of **sustainable development goal** (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 United Nations Framework Convention on Climate Change (UNFCCC’s) Paris Agreement (such as SDG 12 and 13). Particularly, the Business Plan will review SACREEE’s recent past five-year and based on that:

- 1) Conduct a SWOT analysis using an exhaustive set of methodologies;
- 2) Outline a strategy on how SACREEE will support SADC Member States in reaping their immense energy efficiency and renewable energy potential to contribute towards increased access to modern energy services and improved energy security while fulfilling their Nationally Determined Contributions (NDCs) under the Paris Agreement and their national development priorities;
- 3) Outline how SACREEE positions itself in supporting the implementation of the SADC development strategies and frameworks including SADC Protocol on Energy, REESAP, REASAP 2021, RIDMP 2012, RISDP 2020-2030;
- 4) Outline how SACREEE will continue to position itself as a regional focal institution promoting the energy dimension of SDG-9 and the SADC Industrialisation Strategy and Roadmap 2015-2063;
- 5) Outline how SACREEE will continue to position itself as advocacy agent for sustainable energy at international level and as an active member of the GN-SEC in line with SDG-17 on partnerships;
- 6) Outline how SACREEE will contribute to the SADC regional integration and ultimately to the Africa Single Electricity Market (AfSEM) and African Union’s Agenda 2063 – “The Africa We Want”; and



7) Propose mechanisms for the Centre's sustainability.

The Business Plan shall also define a feasible and sustainable scenario of budget and all resource requirements including human capital. The Business Plan shall include a realistic but detailed Results Framework which will ensure effective management, progress monitoring and evaluation. The annual work plans and progress reports of SACREEE will be linked to the established indicators in the Results Framework. The second Business Plan for SACREEE (2025 – 2029) shall:

- a) Take into consideration best-practice business plan examples of other intergovernmental agencies but avoid blueprints at the same time. The process requires close coordination with SACREEE and shall take into account the individual needs of the SADC region;
- b) Review the scope of the SACREEE 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 SACREEE Project Document;
- c) Review and redefine SACREEE's organisational structure and required capacity in fulfilling its mandate;
- d) Review and redefine the organizational management structure, decision making processes, reporting lines and work flows of operation and taking into consideration programmes and projects as well as synergies with other SADC subsidiary energy agencies;
- e) Describe and advise on the partnership and funding structure to be adopted to meet its mandate, including a strategy for communication and awareness raising activities;
- 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 SACREEE 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) Provide guidance on how to mainstream gender, youth and social standards into SACREEE as an institution and into all its programmatic activities;
- h) Provide guidance on how to establish a quality and appraisal framework for the technical operations of the Centre;
- i) 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;
- j) Outline how SACREEE can effectively interact with the SADC Secretariat, RERA, SAPP, KGRTC and Member States (through Directorates of Energy and National Focal Institutions (NFIs)) as well as rural electrification agencies, development partners, civic society, private sector, academia, state owned agencies including utilities, financiers, etc.);
- k) Review and provide guidance on an effective collaboration mechanism between SACREEE, the National Focal Institutions (NFIs), the SACREEE Technical Committee and development partners;
- l) Provide budget and resource requirement scenarios for the implementation of the Business Plan;
- m) Review and revise 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 and youth equality, social and environmental safeguards;
- n) Provide a resources mobilisation strategy to finance the budget and plan further activities in line with SADC Resource Mobilization Guidelines;
- o) Propose diversified, reliable and sustainable mechanisms of generating revenue to sustain SACREEE operations and activities without relying on Member States subscriptions;
- p) Define the comparative advantage of SACREEE (in consultation with SADC Secretariat) to attract Action/Technical Assistance Requests from Member States and development partners, and to apply for international financing;
- q) Define the market and the potential stakeholders in order to establish partnerships for generating project funds;



- r) Elaborate scenarios for financial structures of the different projects and services SACREEE can implement;
- s) Project a realistic budget scenario from generating project funds over the next five years; and
- t) Project the time to reach the break-even status from the present funding and development partner support required.

Deliverable 1:

- Kick-off Meeting and final inception report

Deliverable 2:

- Draft Business Plan and Action Plan and its results framework including all elements listed under the objectives of this ToRs

Deliverable 3:

- Final Business Plan and Action Plan with all comments incorporated (including Logical Framework Methodology, Budget scenarios, and any other task listed in this assignment). This should also include submission of the publishable Summary of the Business Plan.

4. Scope of work and time schedule

TASKS	DELIVERABLES	ESTIMATED WORKING DAYS SPREAD OVER 6 MONTHS	WORKLOAD ALLOCATION
1. A two-days kick off and conceptualization meeting with SACREEE in order to present the proposed methodology and to hold working sessions with SACREEE staff and other identified stakeholders. Collecting input through virtual meetings and E-mails from SADC Secretariat, SACREEE Steering Committee Members, UNIDO, RERA, SAPP and KGRTC in the design phase of the concept and methodology. The contractor will highlight best-practice examples of business plans of similar intergovernmental Centres.	<p>Presentation of the inception report and the proposed methodology (incl. draft table of contents of the Business and Implementation Plan, as well as list of planned stakeholder meetings, examples of best practice business plans)</p> <p>Minutes of phone calls and meetings held with stakeholders</p> <p>Draft inception report</p>	8.00	9%
2. Detailed review of SACREEE Business Plan (2019-2023)	Review Report	10	11%
3. Under the guidance of SACREEE, compile a list of all relevant documents and stakeholders in the region which need to be considered into the positioning of SACREEE. Review of the selected documents, and these should also include SACREEE annual and project reports.	<p>List of relevant documents</p> <p>List of Stakeholders</p>	4.00	4%

<p>4. Detailed review of the analysis of the problem statement as identified in the SACREEE Business Plan (2019-2023). The review will include analysis of available documentation on the energy situation including REEESAP, SADC energy related policies and strategic documents, and past and on-going projects in the region SADC member states, including the SADC Secretariat, RERA, SAPP, UNIDO, International Cooperating Partners and other development partners, and NGOs. The NDCs of the SADC MS should also be considered in the review.</p>	<p>Problem statement of the Project Document clearly defined and analysis of the needs of the different stakeholders carried out.</p>	<p>10.00</p>	<p>11%</p>
<p>5. Based on the rigorous analysis above, design proposed interventions/activities that SACREEE should focus on the next 5 years of operation (2025-2029) and provide more details on the activities of SACREEE over the period. Conduct a risk analysis and possible mitigation measures to the SACREEE and its activities. Provide a logical framework for SACREEE.</p>	<p>Activities of the SACREEE are defined over a 5-year period with a more detailed analysis for the first 3-year period (2025-2027). Risk assessment of the SACREEE is carried out and logical framework for the Centre developed.</p>	<p>10.00</p>	<p>11%</p>
<p>6. Based on the proposed objectives, expected outcomes, outputs and activities of SACREEE, develop a detailed Business Plan for three period 2025 - 2029 and an Action Plan for its Implementation for SACREEE (including all elements listed under “objectives”), detailing the market potential of the proposed activities, its income generation capacity, expenditures, cash-flow analysis, emission reduction impact, gender impact, discuss the financial and economic viability, budget scenarios, etc. The Business Plan should include a Results Framework to support M&E.</p>	<p>Draft Business Plan and an Action Plan for its Implementation for 2025 - 2029 for SACREEE is developed, emphasizing sustainability of the Centre.</p> <p>A Draft Results Framework to support M&E is delivered as part of the Business Plan</p>	<p>15.00</p>	<p>17%</p>
<p>7. Review the organizational chart of SACREEE and staffing levels (with detailed ToRs for critical proposed staff members) for the Centre that will ensure that SACREEE will be able to deliver on its mandate while continuing to operate in a sustainable manner (section E2 of the Project Document and REEESAP). 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 SACREEE in each SADC member state.</p>	<p>Organizational structure, staff compliment and ToRs for the proposed staff of SACREEE proposed.</p> <p>National focal institutions identified further to a detailed analysis of the capacities.</p>	<p>8.00</p>	<p>9%</p>
<p>8. Propose and substantiate at least five (5) RE and EE flagship programmes/projects that SACREEE 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</p>	<p>At least Five (5) programmes or projects templates are developed.</p>	<p>8.00</p>	<p>9%</p>

highlighted which SDGs are addressed and their relevance with regards to climate change mitigation and/or adaptation.			
9.	Presentation of the outline or the draft business plan at one of the SACREEE Steering Committee Meetings (depends on the dates of the meeting) which will take place in a SADC Member State.	Meeting minutes and received inputs during discussions	4.00 4%
10.	Review inputs from SACREEE, SADC Secretariat, the SACREEE Steering Committee and other key development partners Participate at- and present the final draft of the Business Plan to SACREEE Review and include final comments from the Board/Steering Committee and submit final business plan.	Reviewed final document Presentation to the SACREEE Board/Steering Committee Fully edited and designed business plan ready to be published	8.00 9%
11.	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	5.00 6%
TOTAL			90.00² 100%

The activities under this contract should be completed within a period of four and a half months, or **90 Working Days** from the effectiveness of the contract. This period is foreseen to include home based work and travel days. The assignment will require three travels to SADC countries as outlined in the table above. The proposed plan for implementation of activities and deliverables:

Deliverables	Months					
	1 (July)	2	3	4	5	6 (December)
Deliverable 1 – Kick-Off Meeting						
Deliverable 2 – Draft Business Plan						
Deliverable 3 – Final Business Plan						

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

- No. Submission
 - i. 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 SACREEE.
 - ii. All used raw files and calculation sheets in editable form (e.g. xls)

² Working days inclusive of travel and mission days

5. Coordination and Reporting

Under the general guidance and reporting to the Executive Director of SACREEE Secretariat and in cooperation with the SADC Secretariat, the service provider will be responsible for developing a detailed Business Plan for SACREEE 2025-2029 and its Action Plan for Implementation. The development of the Business plan will also be guided by the support from the Member States through NFIs. The Business Plan will be presented to the SACREEE Steering Committee, which is acting as an Interim Board of Directors, for discussion and adoption. All developed products under this assignment (incl. raw files and editable forms) become property of SACREEE.

6. Qualification and Evaluation Criteria

1. Evaluation Criteria

The development of SACREEE's second business plan should be undertaken by a team of strategists comprising a Coordinator / Team Leader, Energy Efficiency and Renewable Energy Expert and Business Analyst.

1.1. Minimum organizational requirements:

i. SACREEE Business Plan Coordinator (Team Leader)

Education: Advanced university degree in business, public management, strategy, engineering or environmental management. An MBA is an added advantage.

Technical and Functional Experience: The team leader is expected to be the main person working on the assignment and the focal point for communication with SACREEE. He/she shall demonstrate a minimum of fifteen (15) years of experience in strategic management covering areas including business strategy and planning; integration and alignment of strategic directions and policies; foresight and critical analysis and thinking; systems development; monitoring performance and outcomes, strategy and organizational development for related organisations.

The Coordinator will convene a team of specialists which demonstrates a proven track record of in depth experience in projects related to this assignment, specifically in the area of sustainable energy in the SADC region; Knowledge about the managerial and operational structure of regional organisations and extensive knowledge of the realities of the SADC institutions and the systems in the region. Experience in working with Regional Sustainable Energy Centres and strong coordination skills are an added advantage.

ii) Energy Efficiency and Renewable Energy Expert

Education: An advanced degree in engineering, energy or other relevant discipline.

Technical and Functional Experience: The Energy Efficiency and Renewable Energy Expert should have a minimum of 8 years of general professional experience in the sustainable energy sector at management and policy level. She/he must demonstrate experience in design and development of project proposals and understand the functioning of sustainable energy systems and markets. The expert shall have experience with regards



to climate change mitigation and adaptation. At a minimum he/she should have 5 years of experience in the SADC region

iii) Business analysis and management specialist

Education: A degree in business studies, business analytics or economics or other relevant discipline.

Technical and Functional Experience: The Business analysis and management specialist should have a minimum of 8 years of general professional experience in business analytics, digitalization, management and policy. She/he must demonstrate experience in design and analysis of programmes and entities both in private and public sector. An understanding of the functioning of sustainable energy systems and markets is an added advantage.

The Team Leader will convene a team of specialists which demonstrates a proven track record of profound experience in projects in related to this assignment, specifically in the area of sustainable energy in the SADC region; Knowledge about the managerial and operational structure of regional organisations and extensive knowledge of the realities of the SADC institutions and the systems in the region. Experience in working with Regional Sustainable Energy Centres is an added advantage.

Languages: Fluency in written and spoken English is required. The team should demonstrate the ability to communicate and analyze documents in French and Portuguese.

1.2. Required Competence of the Team:

The experts included in this assignment shall have the adequate regional (Southern African Development Community) experience in organisational and strategy development and sustainable energy with a particular knowledge of Sustainable Energy Centres or regional institutions.

- i. Analytical thinking; planning, organizing and problem solving abilities
- ii. Proven ability to lead and coordinate multidisciplinary teams;
- iii. Ability to communicate effectively in order to communicate complex and technical information to technical and general audiences.
- iv. Skills in achieving results through persuading, influencing and working with others, especially high level representatives from both private and public sectors.
- v. Skills in facilitating meetings effectively and efficiently and to resolve conflicts as they arise.
- vi. Excellent ability and working experience in Gender, Social and Environmental mainstreaming in projects, processes and organisations
- vii. Excellent interpersonal and communication skills and sensitivity to cultural, socio-economic and political differences.
- viii. Skills in organisational development and multidisciplinary teams
- ix. Knowledge of development of organisational manuals



- x. Knowledge of SADC Strategic Policies and Masterplans, SE4ALL and the Sustainable Development Goals

7. Application Procedure

xi. Proposed outline for the proposal

SECTION

1. Concept & Methodology
 - 1.1. Critical analysis of the objective and the ToR
 - 1.2. Technical approach and methodology
2. Work Plan, Time Schedule & Budget
 - 2.1. Organization, Association & Logistics
 - 2.2. Work-time diagram (incl. individual fees for team members)
3. Proposed Personnel
 - 3.1. Project Organization Chart
 - 3.2. Proposed personnel
4. Annex
 - 4.1. CVs
 - 4.2. Previous Relevant Projects
 - 4.3. Others

NOTES

The Bidder shall present a critical review of the entailed technical services including comments and suggestions on the ToR as part of their proposals.

A general description of the technical approach and methodology for performing the required services shall be presented.

A more detailed description on the methodology and approach of performing each activity shall also be presented.

The Bidder shall present the work plan for performing the entailed Services.

Applicants are requested to submit their proposals in English no later than **June 14, 2024** to procurement@sacreee.org. Queries should also be sent to the same email address no later than five days from the submission deadline.

8. Further information

All relevant documents are accessible on www.sacreee.org.

Other relevant websites include:



www.sadc.int
www.sapp.co.zw
www.rerasadc.com