



Terms of Reference

Consultancy to Develop a Five Year (2022 – 2026) Strategic Plan for the ECOWAS Centre for Renewable Energy and Energy Efficiency

1. Background

The ECOWAS Centre for Renewable Energy and Energy Efficiency (ECREEE) is a specialized agency of the ECOWAS Commission responsible for the development and promotion of renewable energy and energy efficiency. The objectives of the agency include the following: a) coordination of projects and programs relating to the promotion and development of renewable energy resources, the increase of energy efficiency to improve access to modern energy services and energy security in the Member States; b) sensitization and capacity building in the region on renewable energy and energy efficiency; c) policy harmonization and quality assurance of renewable energy and energy efficiency services; d) energy research and technology transfer; and e) program development and resource mobilization.

Not only has ECREEE become a center of excellence for renewable energy and energy efficiency in the ECOWAS region but also, it is a reference for other economic blocks in Africa to set up similar agencies. The Centre is currently part of a Global Network of Regional Sustainable Energy Centers (GN-SEC), an innovative south-south multi-stakeholder partnership established by the United Nations Development Organization (UNIDO) to accelerate the energy and climate transformation in developing countries.

ECOWAS, under the technical leadership of ECREEE, has been implementing four policy agendas as a way to address the daunting challenges facing the region in providing access to clean and affordable energy for all. These are: the renewable energy policy, the energy efficiency policy, the bioenergy policy, and the policy on mainstreaming gender in energy access. ECREEE has been facilitating the development and implementation of sustainable energy projects. Its work program has three main areas—renewable energy, energy efficiency, and cross-cutting themes. The cross-cutting themes include: a) sustainable energy policy and enabling environment; b) climate change; c) certification of sustainable energy skills; d) gender mainstreaming; e) resource mobilization; f) energy data collection, management, and publication; g) program communications and, h) information and communication technology. Currently, 15 sub-programs and projects are being implemented across the three program areas.

In 2011, ECREEE formulated its first business plan for the 2011—2016 period to begin to address the region's relative energy poverty and precarious energy security focussed on four

intervention areas: a) awareness and capacity building; b) support for policy development; c) knowledge management and project support and; d) investment promotion and advocacy. The Centre's second and current strategic plan has a five-year duration, i.e. 2017—2021. The focus of the plan is to implement concrete projects that will enhance access to energy, leading to a drastic reduction in energy poverty in the region.

There is an on-going evaluation to assess 1) the impact of "ECOWAS Policies for Renewable Energy and Energy Efficiency" and, 2) the impact of "ECREEE, covering the period from 2010 to 2020". The objective of this assignment is to "carry out an independent (policy) impact evaluation of the ECOWAS Renewable Energy Policy (EREP) and ECOWAS Energy Efficiency Policy (EEEP) processes, and the impact of ECREEE as a regional hub, to promote the transition of the region towards renewable energy and energy efficiency. Thus, the evaluation will:

- Analyze whether mid-term targets of the EREP/EEEP instrument were achieved by 2020, and to what extent it has caused a change of national policies and behavior, and generated wider socio-economic benefits;
- Analyze whether ECREEE has influenced the uptake of renewable energy and energy efficiency in the ECOWAS region, and to which extent the interventions have caused a change of behavior and generated wider socio-economic benefits;
- Assess whether the EREP/EEEP and ECREEE instruments have been cost-efficient and are still relevant to achieve the established 2030 renewable energy and energy efficiency targets, and to determine whether the said targets are still achievable;
- Provide lessons learned for other Centres under the GN-SEC."

The evaluation is expected to end in August 2021.

ECOWAS is currently in the process of developing its next long-term strategic plan called "ECOWAS Vision 2050". To the extent possible, the consultant will be provided with information regarding the status of the development of the document at the time of signing the contract as well as during the period of the consultancy. This will enable them to consider any strategic directions in respect of renewable energy that have been or are likely to be adopted by the ECOWAS Authorities.

2. Purpose of the next Strategic Plan

The purpose of the third and new strategic plan is to provide direction towards the realization of ECREEE's medium-term (2022 – 2026) goals. The definition of the medium-term goals is a part of the tasks under this assignment. The plan is expected to help ECREEE identify areas of collaboration with the private sector, ECOWAS Member States, and other development partners to design and implement concrete programs and projects that lead to the attainment of the regional renewable energy and energy policy objectives. Thus, the strategic plan will provide further impetus to ECOWAS' efforts to attain its long-term goal of "access to safe, clean, affordable, efficient and sustainable energy for the entire population of the region by

2030". If ECOWAS succeeds in realizing this goal, which is also one of the 17 Sustainable Development Goals (SDGs) of the United Nations, it would indirectly contribute to the accomplishment of the remaining 16.

3. Scope of the Assignment

The key tasks to be undertaken by the consultant include the following:

Task Area 1: Assessment of the implementation status of the current strategic plan

- a) Review the status of implementation of the current (2017 - 2021) strategic plan to determine the extent of accomplishment of the goals set for the period;
- b) Review the findings, conclusions, and recommendations of the impact evaluation mentioned in Section 1 of this TOR;

Task Area 2: Development of the next strategic plan

- c) Facilitate an on-going internal re-examination of existing descriptions of ECREEE's vision and mission in order to arrive at concise and compelling **standardized texts**. This exercise would aid the conduct of Task d) below. The texts will also be extremely useful, especially, when developing communication materials and project/program documents such as concept notes, appraisals, operational manuals, assessments, evaluations, administrative documents, etc.¹;
- d) Engage ECREEE management and staff in identifying/highlighting its long-term (i.e. 2030) goals;
- e) Engage ECREEE management and staff in defining the agency's medium-term (2022 – 2026) goals. These goals should be further broken down into realistic and achievable outcomes within specific strategic timeframes;
- f) Construct a Theory of Change that shows linkages between ECREEE's purpose (why the Centre was established), the preconditions for achieving this purpose, and identify where the agency's long-term (2030) and medium-term (2022 – 2026) goals fit in that Theory of Change;
- g) Facilitate ECREEE's decision on strategic interventions that should be implemented between 2022 and 2026 based on the outcomes of Tasks a), b), c), d), e) and f);
- h) Demonstrate how current sub-programs and projects under the renewable energy, energy efficiency, and cross-cutting themed program areas contribute to the achievement of the 2022-2026 goals, and recommend harmonization of sub-programs if necessary;
- i) Develop a Logical Framework for ECREEE, focusing on the medium-term goals, indicators, data sources, and assumptions;

¹ ECREEE's mandate is unambiguous as stated in the first paragraph of this TOR. However, various texts have been used over the years to describe the Centre's vision and mission statements. Sometimes, the two statements appear to be used interchangeably. Further still, there also needs to be distinctions among the purpose, goal(s) and objectives of the agency. There is a need for consistency in how these statements that show ECREEE's organizational identity are captured and communicated.

- j) Develop a Performance Monitoring Plan that expands the Logical Framework by demonstrating how progress towards the realization of medium-term goals will be measured; frequency of data collection, responsible staff/entities for data collection, baselines, and targets;
- k) Propose a summary budget that illustrates the amount of funding that would be required to implement the strategic interventions over the 2022 – 2026 period;
- l) Conduct an on-site internal organizational capacity scan to identify organizational strengths, weaknesses, threats, and opportunities towards carrying out the strategic plan;
- m) Identify risks to the implementation of identified strategic interventions under Task g) and how they can be mitigated;
- n) Develop a draft strategic plan based on information gathered from Tasks a) through m);
- o) Facilitate workshops to validate the draft strategic plan for the period 2022 – 2026; and
- p) Finalize and produce the strategic plan by incorporating the various recommendations from the validation workshops.

4. Qualifications of the Consultant

ECREEE is seeking the services of an individual consultant to undertake this assignment. Prospective individual consultants who meet the qualifications below are encouraged to apply. The consultant may hire other skilled subject-matter and administrative specialists to support him/her to complete the assignment.

The consultant should have/demonstrate:

- a) A minimum of a Masters' Degree or equivalent in Business Development/ Administration, Public Administration, Strategic Management, International Development, Development Studies, or any other related field;
- b) A minimum of 10 years of experience in leading a consulting team to conduct related assignments, strategic planning, business development/management, especially, in the areas of renewable energy and energy efficiency;
- c) Experience in sustainable energy financing;
- d) A minimum of five years of experience in organizational assessment or program development;
- e) A minimum of five years of experience in collecting, analysing, and interpreting both qualitative and quantitative data;
- f) Experience in results-based management and, monitoring and evaluation of development interventions;
- g) Experience in working with an ECOWAS agency or institution;
- h) Experience in working with multi-lateral agencies or international development organizations;

- i) Experience in working on projects/program with cross-cutting themes such as climate change and gender equality; and
- j) A minimum of two years of experience in working within the ECOWAS region.

5. Proposed Schedule of the Assignment

The work will commence by mid-September 2021. The following work schedule is proposed:

Proposed Activities	Anticipated business days (excluding weekends)	Important Considerations
1) Preparation and presentation of the workplan at the inception meeting	6 days	One trip to Praia, Cabo Verde
2) Desk review of relevant documents, including previous strategic plans, reports on assessment of previous strategic plans, the impact evaluation report, regional policies on renewable energy, bioenergy, energy efficiency, and gender mainstreaming in energy access, work programs, annual reports, etc.	7 days	None
3) Preparation of inception report	2 days	None
4) Consultation with ECREEE management and the Strategic Plan Task Force	Regular	Several virtual meetings. Engagements are expected to continue throughout the consultancy
5) Consultation with ECREEE Technical Staff	5 days	Online meetings and in-person consultations during the trip to Praia, Cabo Verde
6) Consultation with ECOWAS Commissioner for Energy and Mines	4 days	Expected to occur at several instances
7) Consultation with National Focal Points and Institutions (NFIs)	9 days	ECOWAS has 3 official languages— English, French & Portuguese. Consider translation of agenda before meetings and interpretation

		services for virtual meetings.
8) Consultation with key funding and technical partners	6 days	None
9) Report on key findings from SWOT analysis and, identified risks and their mitigation measures	2 days	None
10) Preparation and submission of the draft strategic plan	11 days	Presentation of draft SP: ECOWAS has 3 official languages— English, French & Portuguese. Consider translation of agenda before meetings and interpretation services for virtual meetings.
11) Presentation of the draft strategic plan at validation workshops	2 days	2 workshops anticipated: 1 for ECREEE staff & NFIs and another for the ECOWAS-Donors Consultative Committee
12) Refinement of the draft strategic plan based on key stakeholders' inputs and submission of final Strategic Plan	5 days	None
13) Preparation and submission of the final report	1 day	None
Total	60 days	

6. Deliverables and Reporting Requirements

The consultant is expected to produce the following deliverables:

- a) An inception report and a workplan. The work plan should detail the methodology for conducting the assignment, a draft set of key information/data to be collected, a draft Table of Contents for the strategic plan and, a schedule for consultations with stakeholders, etc.;
- b) A report on key findings from i) the internal organizational capacity scan to identify organizational strengths, weaknesses, threats, and opportunities towards carrying out the strategic plan; and ii) the risks to the implementation of identified strategic interventions under Task g) of Section 3 and how they can be mitigated;
- c) A draft Strategic Plan;

- d) A draft presentation on the strategic plan to be submitted before a review workshop and;
- e) A final Strategic Plan.

All the deliverables should be in English but the final version of the strategic plan should be written in English and translated into French and Portuguese.

The consultant will report to the Acting Executive Director of ECREEE and liaise with ECREEE's Strategic Plan Task Force.

7. Strategic Plan Review Criteria

ECREEE staff will review the deliverables by providing comments or inputs. The review of the draft strategic plan (SP), in particular, will be done by staff as well as the ECOWAS-Donors Consultation Committee in accordance with the following criteria:

- a) The SP should represent a thoughtful, well-researched, and well-organized effort to objectively assess the background, prevailing situation and to present a five-year strategy for ECREEE. The plan should be concise and easy to understand;
- b) The SP should adequately address its purpose as stated in this TOR;
- c) The contents of the SP should be presented as analysed facts or data and not based on anecdotes, hearsay, or simply the compilation of people's opinions;
- d) Findings should be specific and supported by strong quantitative or qualitative evidence; and
- e) Recommendations should be supported by a specific set of findings and should be action-oriented, practical, and specific.

8. Application Requirements

A prospective consultant should submit:

- a) A technical proposal containing a plan that shows the approach, methodology, detailed implementation schedule, his/her responsibilities, and the responsibilities of personnel that he/she may hire;
- b) A financial proposal including a detailed budget, showing:
 - i. Estimated time allotted to each task,
 - ii. The cost of undertaking each task,
 - iii. Daily rates for key and, if any, supporting personnel,
 - iv. Travel costs, and
 - v. Any other related expenses;
- c) A CV that responds to the requirements stated in Section 4 of this TOR;
- d) Two samples of similar strategic planning that he/she had produced or extensively participated in their production;
- e) Written endorsements from, at least, two clients; and
- f) Declarations of the absence of any conflict of interest by the three key personnel.

Applications will be evaluated based on the responsiveness to the TOR. If selected, the consultant will be required to sign a confidentiality agreement.