



TERMS OF REFERENCE

DEVELOPMENT OF A RESOURCE MOBILISATION STRATEGY AND ACTION PLAN

FOR

**THE CARIBBEAN CENTRE FOR RENEWABLE
ENERGY AND ENERGY EFFICIENCY (CCREEE)**

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1 Introduction: Who We Are

1.1 History of the CCREEE

In March 2014, the Small Island Developing States Sustainable Energy and Climate Resilience Initiative (SIDS DOCK), UNIDO and the Government of Austria (GoA) signed a Memorandum of Understanding (MOU) to assist SIDS in Africa, the Caribbean, the Indian Ocean and the Pacific in the creation of a network of regional sustainable energy centres.

To determine the technical and institutional design of activities in the Caribbean, which would ultimately lead to the establishment of the CCREEE, a consultative preparatory process was executed by SIDS DOCK and UNIDO in cooperation with the CARICOM Energy Unit and with financial support of the Austrian Development Agency (ADA). The process included stakeholder consultations, the development of a needs assessment and a Global Environment Facility (GEF) Project Document (PRODOC) on the first operational phase of the CCREEE.

The technical and institutional design of the CCREEE was validated during a regional workshop, organized by SIDS DOCK and UNIDO, in July 2014 in Roseau, Commonwealth of Dominica. Based on the recommendations of the validation workshop, the creation of the CCREEE was considered during the Fifty-Fourth Special Meeting of the Council for Trade and Economic Development (COTED) (Energy), as well as the Fifty-Fifth Special Meeting of the COTED (Energy and Environment), held in Guyana in February 2015. The Thirty-Sixth Regular Meeting of the Conference of Heads of Government of the CARICOM, held at Bridgetown, Barbados in July 2015, endorsed the establishment of the CCREEE as the implementation hub for sustainable energy activities and projects within the region and the offer of the Government of Barbados to host the centre in Bridgetown was accepted. In October 2015, the interim phase of the centre was officially launched during a high-level ceremony in Bridgetown, Barbados. During the interim phase, the centre operated on the basis of the results framework of the initial CCREEE GEF PRODOC.

The main goal of the interim phase was to fully operationalise the centre as legal entity under the CARICOM laws and regulations. This was achieved in May 2018 through the signing and ratification of the CCREEE legal agreement by a sufficient number of CARICOM Member States and the signing of the host country agreement between the CCREEE and the Government of Barbados (the agreement was opened for signature at the Thirty-Eighth Regular Meeting of the Conference of Heads of Government of CARICOM in Grenada in July 2017). To note, under the agreement establishing the CCREEE, it is not mandatory for the member states to provide hard currency contribution.

Between 2016 and 2018, the CCREEE was headed by the Interim-Director, Dr. Al Binger. The CCREEE has transitioned from the interim phase to the 1st operational phase with the appointment of a permanent Executive Director, Dr. Gary Jackson, who was selected and appointed as a result of a competitive selection process in October 2018.

The strategic planning retreat of the Executive Board (EB) in November 2018 helped to identify the vision and the mission statements, the priority areas for the CCREEE and how it will work towards achieving them as part of an overall strategic framework.

The CCREEE has now attained full legal identity and has developed high level, strategic objectives. Within the Strategic Plan (SP) 2019-2023, the Centre shall evolve from a purely donor funded institution towards a more sustainable mix of funding sources which includes revenue generating activities that will be aligned to the long-term objectives, mission and vision. The implementation of this SP is crucial in assisting with this transformational process.

1.2 Vision, Mission and Mandate

The vision, mission and mandate work together to shape how the CCREEE operates in the region.

Vision – Transforming the energy landscape into a climate resilient, sustainable and affordable sector, focused on improving the lives of our people.

Mission – To create, educate and facilitate the increased awareness and development of the RE and EE Agenda

Mandate – Specialised agency with an official CARICOM and SIDS DOCK mandate to promote RE and EE investments, markets and industries in the Caribbean

1.2.1 Strategic Priorities

Optimize

Support and accelerate innovative applications of technology, policy and finance through the development of tools. Inclusive of but not limited to:

- i. Risk reduction
- ii. Financial incentives
- iii. Technical assistance.

Create

A market intelligence repository. Develop a knowledge hub aimed at enhancing capacity within the regional energy sector; allows for access to curated human resources and uses smart data that drives decision making.

Embed and Transform

Utilize sustainable energy as a means to advance the well-being of at risk and vulnerable groups.

1.2.2 Organisational Capacity

The organisational capacity of the CCREEE is key to ensure the successful implementation of this SP and the achievement of the objectives. This includes the resources – people, technology and finance – as well as processes and procedures. This capacity is the base on which the CCREEE’s framework strategy rests and must include:

- People with the right skills and experience to work together with national and international partners (NFIs, THs, RUN, CCS EU and CARICOM institutions);
- Procedures (financial or human resources) in alignment with CARICOM;
- Technology, including tools and information technology;
- Communication strategies and plans;
- A funding mobilisation strategy; and
- A transparent monitoring and reporting process.

A communication and public relations strategy ensures that the CCREEE mission, vision and mandate and its SP are widely communicated and understood at national, regional and international level, as this will have an impact on all activities, programmes and projects that the Centre aims to develop and implement, the number of institutions with which the Centre can partner and the financing that it will be able to raise.

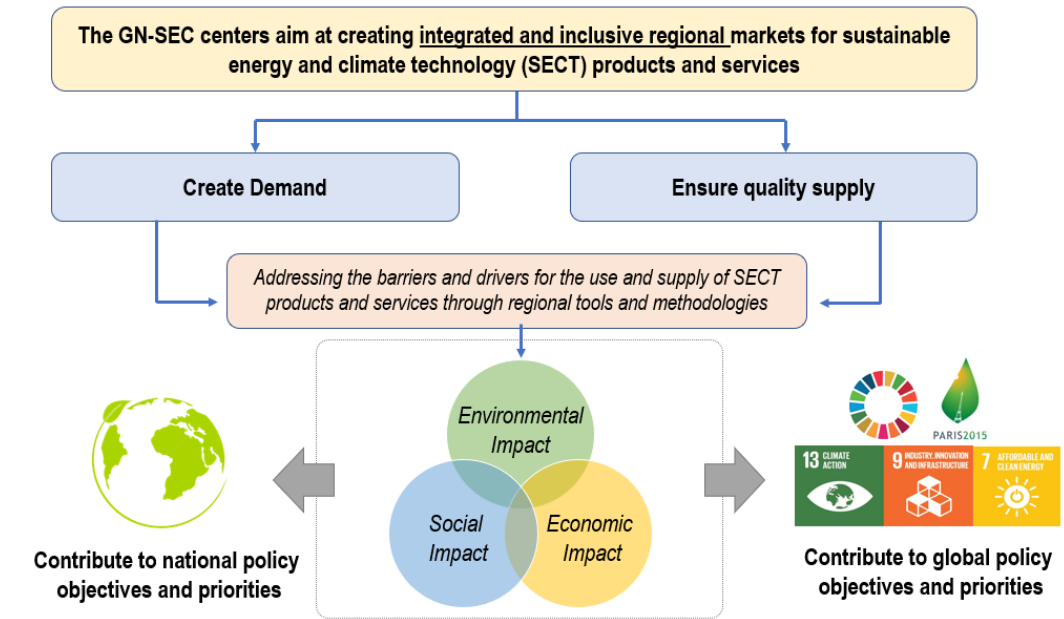
The financial sustainability strategy of the Centre is to include raising of funds from financial institutions, donors and development partners, getting access to global funds as well as seeking ways to implement activities that generate income.

1.3 Contribution to National, Regional and Global Energy, Climate and Industrialisation Policies and Processes

1.3.1 The CCREEE Regional Intervention Logic

The CCREEE builds on the regional intervention logic of other centres of the Global Network of Sustainable Energy Centres (GN-SEC).¹ In this logic, the CCREEE contributes to the creation of integrated and inclusive regional CARICOM markets for sustainable energy products and services by mitigating existing barriers through regional tools and methodologies. The CCREEE **works towards an equilibrium between domestic market demand for and supply of sustainable energy products and services**. Therefore, the consideration of local value creating aspects (such as jobs, local manufacturing and servicing) in demand-side activities (e.g. policies, standards, financing and incentives), as well as the promotion of domestic energy entrepreneurship and innovation become an important emphasis.

¹ www.gn-sec.net



Addressing the barriers for inclusive sustainable energy and climate technology markets regionally

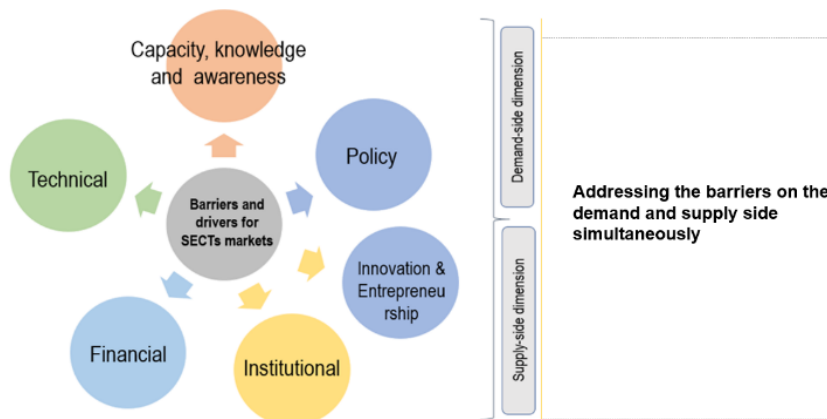
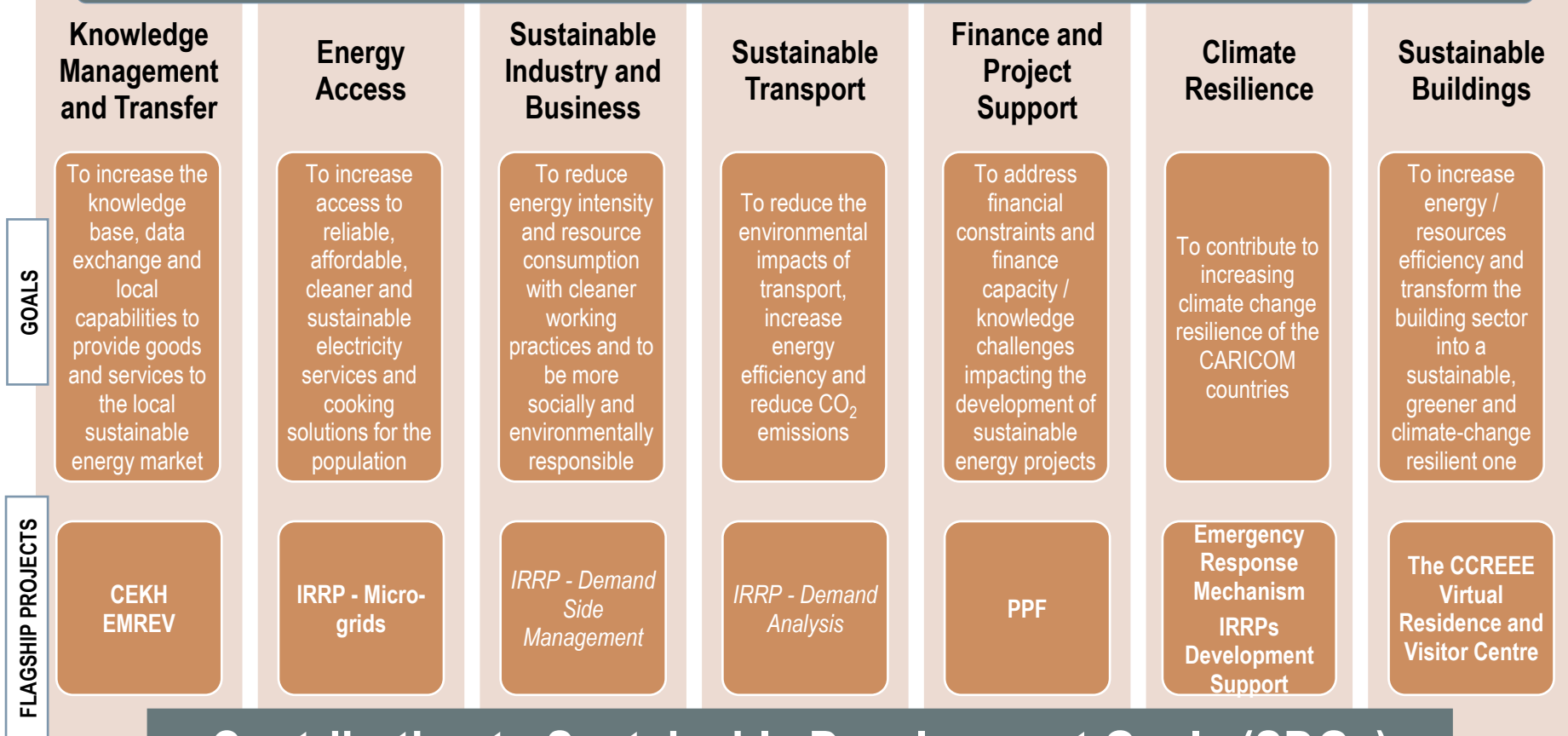


Figure 1: GN-SEC regional intervention logic

The assumption is that some of the barriers for the development of sustainable energy markets can be addressed more effectively and at lower cost at regional level. Through its activities, the CCREEE complements and accelerates national efforts in the areas of policy and regulation, capacity development, knowledge and data management, awareness raising, as well as the promotion of investment, innovation and entrepreneurship. The CCREEE serves as a hub for all kinds of domestic and international partnerships. Together with the CARICOM Energy Programme, the CCREEE plays an important role in setting domestic priorities, contributing to donor harmonisation and coordination, as well as ensuring the sustainability and availability of results and deliverables after project closure.

The CCREEE Strategic Programmes for the CARICOM region



Contribution to Sustainable Development Goals (SDGs)



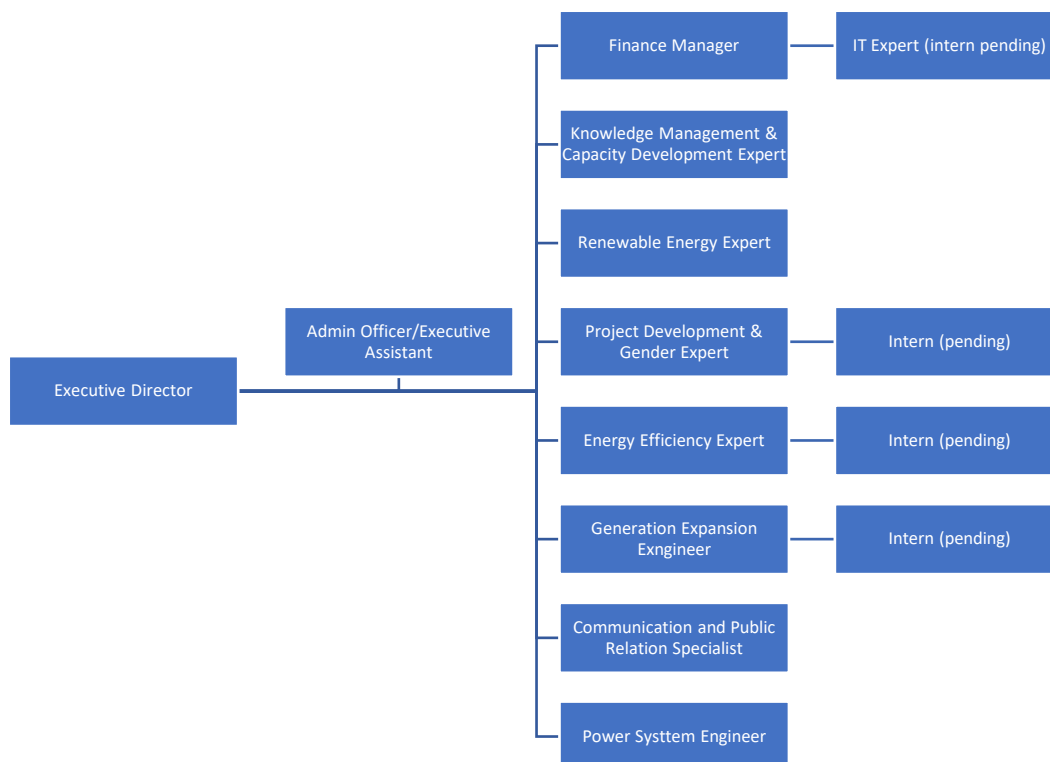
1.3.2 The CCREEE Governance Structure

The governance structure of the CCREEE includes:

- Council for Trade and Economic Development (COTED on Energy)
- Executive Board (EB)
- Technical Committee (TC)
- The Secretariat
- National Focal Institutions (NFI)
- Thematic Hubs (TH)
- Regional Universities Network (RUN)

Under its governance structure, the CCREEE works closely with the Energy Unit of the CARICOM Secretariat but reports to the COTED. The CCREEE matters are discussed in conjunction with meetings of the CARICOM COTED on energy. On the basis of recommendations of the EB, the Council provides overall strategic policy guidance, evaluates the CCREEE’s performance and appoints its Executive Director. Since 2019, the Centre has broadened its staff base in accordance with need.

The CCREEE Secretariat Organogram



The CCREEE’s internal rules and procedures include the following:

- (1) Finance and Administration Manual: outlines the financial rules and procedures for the Centre’s operations and projects /programmes to ensure proper accountability is conducted as well as effective and efficient use of funds from generated income, MS or external funding partners;
- (2) Procurement Manual: outlines the procurement principles and processes that the Centre should follow when going through procurement processes for goods, works and services, including: (i) ensuring the work programme carried out by the Centre is in line with CARICOM priorities and is relevant to the C-SERMS objectives and targets; (ii) ensuring total transparency, as well as efficiency, in terms of the resources used by the Centre (personnel and funds); (iii) ensuring that the use of the resources provides the maximum value and benefits for the CARICOM MS; (iv) providing a cost-effective system for the CCREEE Secretariat to identify and implement its Work Programme; (v) ensuring the quality, performance standards of the procured goods,

- works and services; and (vi) providing procedures in other areas of the Centre's operations (such as consultants, documentation, sustainable and gender responsive procurement, etc);
- (3) Rules of Procedure for the Executive Board: establishes the procedures for the CCREEE EB operations;
 - (4) Staff Regulations and Rules: establishes the rules and regulations to which the CCREEE staff needs to adhere to.

The finance and administration rules as well as the procurement rules have been developed and approved by the CCREEE Executive Board [EB]. The rules of procedure of the EB as well as the Staff Regulations and Rules are all approved by the CCREEE EB. The Centre is also working to develop and implement internal rules and procedures to work with NFIs and the THs.

1.3.3 Added Value of the CCREEE at the Regional Level

- **Regional Coordination:** There is a common understanding that a coordinated regional approach is a cost-effective way to boost existing drivers and address barriers for sustainable energy investments and markets in the Caribbean.
- **Support for Emerging Technologies:** The Centre particularly focuses on integrated RE & EE projects, programmes and activities. The Centre also deals with sustainable energy areas that do not get a lot of attention (e.g. waste-to-energy, sustainable transport, sustainable cooking, solar thermal heating and cooling, energy storage systems, and marine renewable energy technologies). It strengthens existing national thematic hubs to have a regional outreach, it assists national institutions to develop regional programs and projects with other partners to be presented to international donor partners.
- **Improved access to sustainable energy services:** The Centre focuses on improving access to sustainable energy services which are adapted to the local environment and social factors. The Centre assists the private sector in tapping the existing market potential for micro-grids (in countries where this is relevant). Training to local companies is provided to facilitate the identification of appropriate technologies and business approaches which take into consideration the needs of the population. Businesses are also prepared to assist the local populations in engaging in productive activities in order to generate an income to safeguard the long-term sustainability of the projects.
- **Energy Planning Support:** Energy planning within this context refers to the process of developing long-range policies to help guide the future of local, national and regional energy systems. The Centre utilizes methodologies and modelling tools for energy systems to support decision making in the priority area of transition planning for deployment of low carbon technologies and their supporting infrastructures within CARICOM countries.
- **Finance and Legislation Support:** The Centre focuses on the identification of mechanisms to eliminate barriers and gaps that currently retard or prohibit the development of sustainable regulatory systems and fiscal policies which can provide greater incentives for the development of sustainable renewable energy and energy efficiency markets within the realities of the Caribbean economy. In particular, the reduction or removal of non-cost barriers can be considered as “low-hanging fruits” and are given priority.
- **Project Planning and Management:** The Centre supports and executes renewable energy and energy efficient activities and projects within CARICOM countries, focusing primarily on activities and projects with regional impact or national projects which demonstrate high potential for scaling-up or regional replication.
- **Policy Advocacy and Awareness:** the current economic situation and its impacts in the Caribbean region have made it difficult for policymakers to sufficiently focus on the medium-term strategies that are required for sustainable economic development; this is exacerbated in countries that are constrained by limited technical capacity within the public sector. The Centre seeks to address market distortions that unreasonably “discriminate” against sustainable energy systems and serve to increase their costs relative to conventional sources. Advocacy for appropriate policies and simultaneous awareness building on the issues identified, is deemed important to “re-balancing” of the regional energy market.
- The Centre works with its partners in order to identify sources of finance for RE & EE projects that directly benefit local companies and other relevant beneficiaries.
- The Centre trains local experts and companies in the installation and maintenance of RE & EE systems and equipment through regional train-the-trainers and certification programs. The training is to be associated to certification programmes to promote quality and the long-term sustainability of projects. The Centre will work and provide training materials in the local languages.
- The Centre promotes south-south knowledge and technology transfer with other SIDS through the Global Network of Renewable Sustainable Energy Centres (GN-SEC) facilitated by UNIDO in cooperation with SIDS DOCK. The islands share similar challenges and potentials for sustainable energy solutions.

- The Centre assists local research centres in the development and promotion of energy efficiency standards, qualification and certification of local companies.
- The Centre contributes to providing continuity (and sustainability) to a large number of activities in the Caribbean being led by external partners. The Centre will be an active repository for sustainable energy project information and studies for the region. This is especially true for capacity building as much of the activities in this area tend to not take into account support material previously developed and lessons learned from past activities. The maintenance of a physical centre with regional core staff, along with the establishment of the CEKH is expected to address this.
- The Centre contributes to the strengthening of the human capital of the CARICOM Energy Programme and other institutions of CARICOM in the area of sustainable energy. The Centre will be able to respond to requests from governments seeking to implement projects and develop and execute energy policies more effectively. There is also a wide field of possible cooperation with the Caribbean Electric Utility Services Corporation (CARILEC) and its members, i.e. utilities. The capacities need to be strengthened particularly regarding RE grid integration and demand-side and supply-side efficiency.
- The application of train-the-trainer approaches facilitates national follow-up activities and regional research projects can strengthen the capacities of universities and vocational centres with regard to the development of adapted technologies.
- The Centre contributes to sustainable energy data quality, harmonisation and reliability in the region and improving the accessibility for local key market enablers to RE&EE information. The CCREEE will partner with the Caribbean Energy Information System (CEIS) on this.
- The barriers for the dissemination and usage of sustainable energy technologies are common among different Caribbean countries. Through regional knowledge exchange, lessons learned, capacity building and awareness raising, individual Caribbean countries can learn from existing experiences in the region.
- The experience of the European Union (EU) has shown that regional standards for equipment and training can be a useful tool to facilitate the adoption and implementation of RE & EE technologies at national levels (eg, EU Directive on RE & EE). The introduction of minimum quality standards and labelling for RE & EE equipment or appliances can be more effective than introducing isolated and non-harmonised rules at national levels. The Centre cooperates in these matters with the institutions which are already conducting laudable work in the harmonisation of RE standards i.e. the Caribbean Regional Organisation for Standards and Quality (CROSQ) and its network of regional partners.
- The establishment of a specialised institution for RE & EE helps to coordinate ongoing activities in the region on access to energy and capacity building activities. The Centre in cooperation with the CARICOM Energy Unit shall become an early check-point for determining the relevance of regional and local level initiatives and programmes.
- Regional cooperation can also be an effective tool to facilitate the expansion of sustainable energy markets being transformed into local added value, businesses and jobs in the Caribbean. For example, regional cooperation in the field of applied research and manufacturing can contribute to the strengthening of the local business sector.
- The creation of the Centre is fully in line with the Paris Declaration on Aid Effectiveness and principles of harmonisation and alignment with local country systems. The Centre will apply local regulations and proceedings (e.g. procurement, financial rules) and employ local staff from the Caribbean. The CCREEE will contribute to the creation of a strong sustainable energy network in the region.

1.4 Indicative Budget and Funding Model

1.4.1 Financial Sustainability Requirements

The CCREEE's financial sustainability strategy adheres to the following principles:

- The CCREEE should not deliberately or directly compete with private sector companies;
- The CCREEE is a CARICOM institution and therefore activities should benefit the Caribbean people and add value to the region;
- The CCREEE needs to ensure the achievement of its vision and aims in the long term;
- The CCREEE ensures efficient use of donor funds and supports self-sustenance where possible, to fulfil its mandate. As a result, the CCREEE will not aim to undertake activities purely to generate revenues. Nonetheless, certain income generating activities that simultaneously adhere to the above values will be important for the long-term sustainability of the Centre.

The broad list of potential income sources are therefore as follows:

- Income generated by activities which adhere to the financial sustainability values listed above;
- Revenues from administrative charges while acting as an implementing partner for international development organisations and donors;
- Core contributions from international development partners where the Centre's vision is in line with the ambitions of donors in the region;
- Core funding from CARICOM and MS (initially in-kind and utilising CARICOM resources).

In the shorter term, the CCREEE recognises that CARICOM Member States (MS) and the CARICOM Secretariat will not pay a financial contribution towards the Centre. Support from the CARICOM Secretariat initially comes from the participation on the EB and TC, as well as in-kind contributions (e.g. by the communications team). CARICOM MS support the CCREEE through in-kind contributions in the form of working hours and commitments undertaken by the NFIs to contribute to the CCREEE's activities at local level. Barbados as a host country provides both in-kind and financial contributions, as well as the CCREEE office space.

In the longer term, as the CCREEE proves itself to be an invaluable CARICOM organisation, there may be discussions around the possibility of further support or funding from being a key implementing partner with donors in the region. The priority for the SP is that the CCREEE is a trusted and respected implementing partner for donors and the international development community and therefore should be seen as a key implementing partner over the period of the SP and compensated appropriately for playing that role. The CCREEE will develop relationships between public and private sector partners in order for public and donor funds to be used as effectively as possible. This will be achieved by forming relationships with the private sector as partners to deliver services or as beneficiaries who are developing sustainable energy projects which will benefit the region. In this way, the CCREEE will create and manage effective Public Private Partnerships (PPPs). It is envisaged that the CCREEE will become the primary partner for donors to discuss potential ideas for support in the region and be at the forefront of developing future programmes which fit with the priorities of donors while adhering to the CCREEE's vision.

The budget reflects this financial sustainability plan, outlining initial support from the donor and international development community as well as plans to engage partners further to help implement key programmes the CCREEE plans to take forward. There will also be reference to income generating activities where they are viable and where they adhere to the above list of principles and will include aspects such as fees for the use of information in the CEKH portal and fees from organising events and conferences, whether through ticketing or sponsorship.

The CCREEE recognises that there are long term challenges to achieve its vision and therefore does not envisage the organisation achieving the mission and vision over the period of this SP. However, in order to be prudent, the CCREEE should review the potential pipeline for long term support from donors at the Executive Board at least once per annum in order to assess whether the CCREEE will need to adapt activities to fit with priorities in the region for donors and ensuring that these activities still adhere to the vision of the Centre. In the unlikely event that the international development community does not support activities in the region which contribute to the vision of the centre, the EB should consider if MS could be approached to continue providing core funding for the CCREEE.

The principles of this financial sustainability strategy are used when developing the complete budget as part of this SP

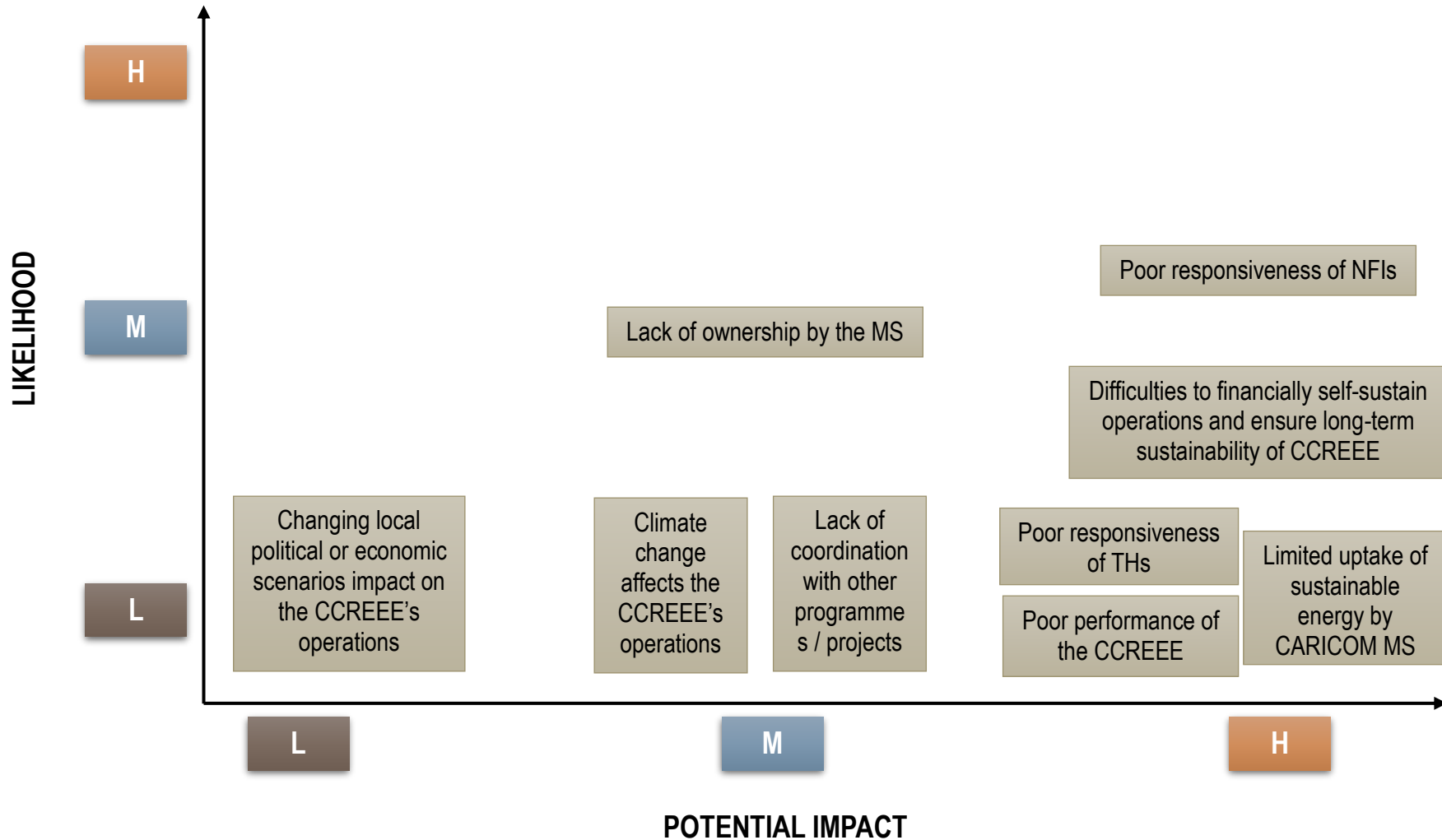
1.4.2 Budget and Financial plan

Budget for the implementation of the CCREEE SP (2021-2024)

Budget Components	Total Budget
Component 1: Implementation of the CCREEE's Strategic and Operational Programmes	9,119,208
Component 2: Supporting Activities, Management and Operations	2,845,096
Total Component 1 + Component 2	USD\$11,964,304

1.5 The CCREEE's Risk Assessment

The following figure summarizes the risks that were identified for the CCREEE operations along with proposed mitigation measures to address them.



<p>Difficulties to financially self-sustain its operations and ensure the long-term sustainability of CCREEE</p>	<p>L</p>	<p>M</p>	<p>The host country (Barbados) provides infrastructure for the CCREEE’s operations (office space, IT services, telephone and other facilities). The CCREEE has also adopted internal rules to ensure its credibility, integrity and reliability. Financial sustainability strategy and budgets are being developed and they will be frequently updated to plan ahead for any possible financial difficulties, taking into consideration other potential sources of income and new organisations and activities the CCREEE can work with to ensure self-sufficiency. As part of this strategy, an active engagement of potential donors and fund providers is to be conducted to ensure there is enough funding to cover the planned activities.</p> <p>Also, providing a good service to the CARICOM MS is vital for the CCREEE to guarantee the demand for support. Involving the MS in the CCREEE’s activities and keeping them informed and involved in programmes and projects that benefit them is also important to ensure the long-term sustainability of the CCREEE.</p> <p>The CCREEE will seek feedback from project partners to ensure that they are seen as providing added value in the region.</p>
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1.5.1. Strengths, Weaknesses, Opportunities and Threats Analysis

The aim of the present SWOT analysis contained in Table 1: SWOT Analysis for the CCREEE identifies internal and external factors that the CCREEE takes into account to become a well-functioning, sustainable organisation adhering to the following statements:

***Vision:** Transforming the energy landscape into a climate resilient, sustainable and affordable sector; focused on improving the lives of our people.*

***Mission:** To create, educate and facilitate the increased awareness and development of the Renewable Energy (RE) & Energy Efficiency (EE) agenda.*

Table 1: SWOT Analysis for the CCREEE

INTERNAL FACTORS	
STRENGTHS (+)	WEAKNESSES (-)
<p>Initial funding secured with established office and legal standing.</p> <p>Committed and motivated team members.</p> <p>Technically strong team members</p> <p>Supportive donor community.</p> <p>Supportive regional bodies with strong links to MS and other key stakeholders.</p>	<p>Reliance on donor funding to set up the CCREEE and continue its future operations.</p> <p>Lack of awareness of the CCREEE regionally and internationally given how new the organisation is.</p> <p>Lack of formal agreements with key stakeholders, especially NFIs.</p> <p>Current low staff numbers in general are a weakness against the plans and ambitions of the centre.</p>

<p>A CARICOM institution, with ability to draw on resources and reputation of that organisation.</p> <p>Already a clear mandate to deliver work alongside CARICOM and CERMS, and places secured in key Working Groups (in some cases leading them).</p> <p>Links to the Global Network of Regional Sustainable Energy Centres to draw experience from and share information and ideas.</p> <p>Some technical programmes already being implemented by the CCREEE (e.g. CEKH) are very welcomed by the community.</p> <p>A ‘one stop shop’ for energy matters in the region</p>	<p>No technical IT staff currently working at the CCREEE but an ambitious programme to implement, especially in developing the CEKH (knowledge platform).</p> <p>Lack of fully developed network of contacts and relationships required for an effective outreach and communications plan.</p>
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EXTERNAL FACTORS

OPPORTUNITIES (+)	THREATS (-)
<p>Increased international awareness of energy issues in the region and a concentration of better donor awareness following hurricane events.</p> <p>Lower cost of renewables globally is leading to investment opportunities in the region and higher interest in the sustainable energy market.</p> <p>Abundance of resources – onshore, offshore, on-grid, off-grid and across technologies is leading to more opportunities.</p> <p>Rising petroleum prices and uncertainty over supplies means sustainable alternatives are more attractive.</p> <p>Ambitious targets set across all 15 CARICOM MS implies the CCREEE can play a role in assisting them to implement changes to reach those targets.</p> <p>A gap in leadership in the sustainable energy space across CARICOM that is expected to be filled.</p> <p>A strong commitment by others to assist and organise awareness raising events for sustainable energy, including Energy Month which is held in November each year.</p> <p>A lack of energy access in some regions and a demand for reliable, sustainable solutions.</p> <p>Limited availability of local partners for donors to partner with in delivering programmes in the region.</p>	<p>Limited capacity of some NFIs and other key organisations to collaborate.</p> <p>Lack of technical capacity locally to develop new projects and also to transform project ideas to bankable sustainable energy solutions.</p> <p>Investor confidence relatively untested for sustainable energy projects in the region.</p> <p>A change in focus of key donors away from sustainable energy/the Caribbean.</p> <p>A diverse group of nations to serve with different and unique challenges.</p> <p>Delays from donors if new programmes face challenges getting started. Especially a risk in the early stages before revenue generating activity starts.</p> <p>A change in focus of national governments which leads to less focus on sustainable energy projects.</p> <p>Further disruption due to natural disasters and increased vulnerability to climate change which impede progress of new sustainable energy projects.</p> <p>Misperception of sustainable energy, that it is inefficient or expensive.</p> <p>Perception that other organisations are already covering some of the CCREEE’s responsibilities.</p> <p>A lack of local investment to get sustainable energy projects off the ground.</p>

1.6 CCREEE's Achievements to Date

The CCREEE became operational in October 2018 following the appointment of Dr. Gary Jackson, as its Executive Director and to date has attended to the following -

- Appointed its Executive Board and appointed committees to provide oversight, monitoring and evaluation and to otherwise render advice on its technical operations in the areas of finance, human resources, administration and procurement
- Appointed its Technical Committee, established its Thematic Hubs and National Focal Points to assist with the conceptualization of its strategies and to assist with the implementation of its regional work programme
- Approval of its five-year Strategic Plan 2019-2023, to guide its operations and activities
- The successful recruitment of the following staff, Executive Director, Finance Manager, Sustainable Energy Expert – Renewable Energy, Sustainable Energy Expert – Energy Efficiency, Knowledge Management and Capacity Development Expert, Power System Engineer, Generation Expansion Engineer, Project Development and Gender Expert, Communications and Public Relations Specialist and an Administrative Officer/Executive Assistant.
- Executive Board approval of its Work Programme and Budget for 2020, preparation of work breakdown structures to lead the implementation of the work programme. Some of the activities planned include:
 - Establishment of a CARICOM Energy Knowledge Hub (in progress)
 - Establishment of a Project Preparation Facility (in progress)
 - Launch of an Innovation Challenge amongst schools across the region (in progress)
 - Development of a virtual representation of a residence and commercial building following the Caribbean Region Energy Efficiency Building Code (CREEEBC)
 - Development and deployment of an Emergency Response Mechanism
 - Development of a Sustainable Transport project (in progress)
 - Design and development of a sustainable industry and business programme [sustainable transport]
 - Development of an Integrated Resource and Resilience Plan in 5 CARICOM Member States and establishment of the Energy Modelling and Renewable Energy Integration Virtual Laboratory (in progress)
- Concluded agreements with additional international development partners designed to finance elements of its work programme over the next few years
- Partnering with the Caribbean Community Climate Change Centre on developing a Request for Proposals for a Water Sector Resilience Nexus for Sustainability in Barbados

1.6 The CCREEE Core Values

- Integrity: We are honest, ethical and trustworthy in all our interactions
- Professionalism: We are competent and exercise a high level of proficiency when dealing with all stakeholders
- Respect for Diversity: We acknowledge and honour the pluralism of the human condition, in so doing, we celebrate our collective existence

1.7 Scope of Work

There is a compelling case for the presence and sustainability of the Centre as it charts and establishes its presence in the region and its benefits begin to positively impact the people of the region. The Centre's work is central to the region's future energy sustainability needs and so, a plan to secure the financial resources that assures that sustainability is required. Additionally, the funding environment is becoming complex with the advent of the current global pandemic, resulting in economic downturn and related financial crisis globally.

The CCREEE is perhaps the only regional organisation which was established independent of financial support of the regional governments and so its long-term viability is dependent on a clearly articulated financing and resource mobilisation plan.

The development of that plan requires the procurement of a consultancy to undertake the following

TASKS	DELIVERABLES	Personnel days (p/d) spread over 1.5 months	in % of total
1. Undertake a thorough interrogation of CCREEE's Strategic Plan to identify its areas of focus and gaps in its financing arrangements	<p>Prepare a gap analysis and a detailed activity budget to meet the goals of the strategic plan.</p> <p>List of eligible donors to bridge the gaps</p>	6.00	14.3%
2. Prepare inception report	<p>This would require a review of the regional and international landscape for potential sources of funding and preparation of a matrixed management tool of such agencies/opportunities to include full details of their areas of focus, funding, contracting and reporting arrangements, potential resources that can be made available, timelines within such resources can be accessed, pre-conditions to consider in accessing such funding as well as any potential political and such related risks</p> <p>Presentation of the inception report emanating from Task 2 and the proposed methodology (incl. draft table of contents of the Resource Mobilisation Strategy and Action Plan, as well as list of documents to be reviewed, planned donor meetings)</p> <p>Project Schedule</p> <p>Minutes of phone calls held with donors</p> <p>Draft inception report</p>	6.00	14.3%
3. Coordinate/execute an international development partner/donors coordination meeting in November 2020. Consultant to manage the meeting and setup the platform to host meeting	<p>Donor (identified in Task 1 and others) virtual meeting held on an agreed platform. Meeting minutes and received inputs during discussions</p>	3.00	7.1%
4. Prepare a matrix of potential sources of funding with linkages to	<p>Submit a matrix of potential sources of funding with</p>	5.00	11.9%

<p>the activities in the CCREEE's work programme as well as its Strategic Plan</p>	<p>linkages to the activities in CCREEE's work programme as well as its Strategic Plan.</p>		
<p>5. Identify available sources of financing in the renewable energy and energy efficiency space which have not been considered by the CCREEE's work programme</p>	<p>Provide a series of fundraising materials that need to be produced to secure the required funding and raise profile of the CCREEE work programme</p>	<p>3.00</p>	<p>7.1%</p>
<p>6. Identify unfunded areas within the CCREEE work plan and Strategic Plan that may provide a challenge for securing funding</p>	<p>Provide strategy and action plan to overcome the challenges for securing funding CCREEE work programme</p>	<p>2.00</p>	<p>4.8%</p>
<p>7. Prepare templates and timetables to guide the preparation of approaches to access such funding</p>	<p>Provide an action plan that outlines clear timelines for the proposed actions</p>	<p>2.00</p>	<p>4.8%</p>
<p>8. Develop a draft resource mobilization strategy</p>	<p>A comprehensive resource mobilisation strategy that includes an overview of the situation (taking into account global pandemic), an analysis of past resource mobilisation experience, explore future opportunities and strategies, including details of workflows and mechanisms of contribution and management, outlining timelines for action plan with key responsible focal points to systematically mobilise resources for the CCREEE work programme. The consultant should conduct a comprehensive analysis of potential global and regional donors to map the feasibility of securing multi-year and thematic funding. Map donors' strategic areas of interest, funds available, grantees, funding windows, requirements and guideline and interest in funding the CCREEE work programme. In addition, explore opportunities for partnerships (and mobilising and leveraging resources) from other regional institutions through partnerships, emerging</p>	<p>5.00</p>	<p>11.9%</p>

	donors and private sector foundations		
	Draft report of Resource Mobilisation Strategy and Action Plan.		
9. Recommend how to develop and maintain strategic partnerships and engagement with present, past and future donors	Capacity building of key staff in mobilising and leveraging resources, developing and maintaining partnerships with the region	5.00	11.9%
10. Develop a detailed resource mobilisation strategy for the CCREEE to access such funding	Fully edited and designed Resource Mobilisation Strategy and Action Plan Document (incl. graphic design) in English		
	Conduct an interactive workshop with the CCREEE team to present and validate the plan.	5.00	11.9%
	Publishable summary		
TOTAL		42 Personnel Days	100%

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

- Recordings of all consultation and meetings in a digital format. The consultants will cede all appertaining rights to unlimited use of the respective pictures to CCREEE
- All used raw files and calculation sheets in editable form (e.g. xls)

1. Coordination and Reporting

Under the general guidance and reporting to the Executive Director of the CCREEE, the service provider will be responsible for developing a detailed Resource Mobilisation Strategy and its Action Plan for implementation. The development of the Resource Mobilization Strategy will be closely coordinated with the CCREEE team and partners. The Resource Mobilisation Strategy will be presented to the CCREEE Executive Board of Directors, for discussion and adoption. All developed products under this assignment (incl. raw files and editable forms) will become the property of the CCREEE.

2. Qualification and Evaluation Criteria

QUALIFICATION AND EVALUATION CRITERIA

- Registered company/organisation or individual with at least five (7) years of public and private consulting experience;
- One of the experts obtains at least a relevant MBA and another one at least as master's degree in a relevant field;
- The team leader shall have at least 10 years or work experience in strategic resource mobilisation and consulting development; one of the experts has at least 8 years of experience in sustainable energy programme development;
- A track-record of at least three (3) successful activities executed by the project team involving the preparation of resource mobilisation plans for similar programmes /entities or cooperation with similar size and complexity, including establishing donor maps (references must be included);
- Excellent knowledge of international and Caribbean sustainable energy programme donor agencies;
- Experience with donor supported project preparation facilities;
- 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 complex and technical information effectively to technical and general audiences;
- Availability throughout the whole consultancy service period, to regularly engage in Microsoft Teams meetings with the core team and relevant partners.

3. Application Procedure

Applicants shall submit their written proposals in English:

- 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 USD 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. resource mobilisation strategies and action plan and donor coordination meetings);

4. Further information

Applicants are requested to submit their proposals in English no later than **September 18, 2020**, to procurement@ccreee.org.

The project commences October 12, 2020.

5. Further information

CCREEE Strategic Plan 2019-2023

CCREEE Project Document

www.ccreee.org