**PCREEE**

**Fundraising Strategy**

2018-2021



*Draft version – November 2018*

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# Executive Summary

The PCREEE was established with a total budget of 6.3 million Euro over its First Operational Phase 2017 – 2021. When it commenced operations of the first quarter of 2017, it only secured less than 30% of its budget. More than 50% of the budget or 3.9 million Euro were to be mobilized from Others and partners during the operations of the Centre.

This strategy outlines the approaches and strategies that the PCREEE will carry out to raise the required resources for its budget. A SWOT analysis conducted as part of developing this strategy identified the excellent strengths and opportunities that are available to support PCREEE’s fund raising effort.

The fact that the PCREEE is embedded in a 73 years old regional organisation covering more than 20 sectors in the sustainable development effort of the PICTs is a rare opportunity. The PCREEE is hosted by a country that is one of the more proactive countries on renewable energy and energy efficiency in the region is a bonus. The PCREEE is not a standalone entity but a member of a global network of like-minded Centres and this is an excellent opportunity to be harnessed.

The fact that the current resources committed to the PCREEE is only to the end of its First Operational Phase in 2021 is a real threat to the very survival of the PCREEE and its mission. A break up in the Pacific Centre will have an impact on the global network, particularly on its emphasis on the small island states which are most vulnerable to the impacts of climate change and most dependent on fossil fuel.

This strategy is intended to provide a solid platform, a roadmap of sorts for the key and continuous effort of securing and establishing a funding source for the PCREEE that is stable, secured and predictable.

There is not denying that the best fund raising strategy is for the PCREEE is to pursue genuine and durable partnerships in carrying out its mission. This will be further supported by demonstrating real impacts on the ground from the scarce resources that is already on its hands.

# Background and introduction

## Rationale

**PCREEE was developed between 2014-2015 in the context of a consultative preparatory process**, which included the execution of a needs assessment and the development of the project document on the technical and institutional design of the centre.

The undertaken needs assessment **revealed that some PICTs have made considerable progress in the creation of enabling national environments for the promotion of renewable energy (RE) and energy efficiency (EE)**. However, in some of the areas the developments are still in the initial stage and have not been transformed into real investments and the creation of a vibrant market and business sector. The areas of small and medium-sized grid-connected renewable energy plants, decentralised renewable energy solutions for rural areas and households (e.g. sustainable cooking, mini-grids, stand-alone systems, water heating) as well as energy efficiency improvements in different sectors (e.g. buildings, grid losses, appliances, industry) need a further boost. **There still exist a broad range of barriers which need to be addressed, in order to take full advantage of RE&EE potentials.**

The assessment revealed that the **CROP agencies are assisting PICTs already effectively in addressing parts of these barriers through various projects and activities** (e.g. coordination, policy advisory, pre- investment support for projects). However, PICTs expressed an urgent **need for enforced regional technical capacities to promote local human resources, awareness and knowledge management, as well as businesses and industry** in the sustainable energy sector. The increasing sustainable energy investments and the introduction of appropriate regulations and standards go hand in hand with the need for local capacities. Moreover, there is the impression that the local private sector and industry do not take advantage of the growing sustainable energy market and job opportunities. These developments endanger the long-term sustainability of existing investments as they are usually conducted by enterprises from outside without local representations. It was also pointed out that in most cases RE&EE are treated separately and not in an integrated way (fragmented programs and projects). The Centre can play a key role in creating economies of scale, as well as a competitive sustainable energy market and business sector in the Pacific.

The **creation of a specialized regional entity (PCREEE) in the context of the existing SPC framework was recommended**. The character of the centre will be exclusively technical. It will **fill the existing regional gaps** regarding capacity development, knowledge management, awareness raising and the promotion of investments in local sustainable energy businesses and industry. In contrast to other ongoing initiatives it will address RE&EE holistically and in a balanced way. All activities of the centre shall demonstrate high relevance for the local private sector and industry.

## Strategic Positioning of PCREEE

The **creation of a specialized, effectively coordinated regional entity in the context of strengthening the existing regional institutional framework is what the PCREEE is all about**. The Centre represents an innovative fusion of regional and international efforts and capabilities.Its design allows for the leveraging of a network of intra and extra regional partnerships, thereby serving as a “hub” for knowledge and technical expertise on matters related to sustainable energy project implementation. It will also serve as a facilitator for innovative partnerships with the private sector.

PCREEE will position itself as “one stop shop”that will deliver sustainable and reliable energy solutions appropriate to PICTs.The centre focuses on the up-scaling and replication of national efforts in the areas of capacity development, knowledge management and innovation, awareness raising, as well as investment and business promotion. The centre has a **strong private sector and industry focus** and will support targeted RE&EE programs to enhance the productivity of key industries with high job leverage (e.g. agriculture, tourism, fishery, manufacturing, creative industry) and the creation of a local sustainable energy servicing and manufacturing industry.

The institutional set-up of PCREEE reflects the principles of **maximising the impact, avoiding duplication of efforts, strengthening and up-scaling of already existing local capacities**. PCREEE will develop and **execute its activities through a network of Thematic Hubs (THs) and National Focal Institutions (NFIs)** among all PICTs countries and territories (incl. opt-in countries). **The centre is guided by a Steering Committee (SC)** which was established during the start-up phase.

**Cooperation with a wide range of public/private and local/international stakeholders during implementation** will maximize the local added value, north–south and south–south technology and know-how transfer to the Pacific region. It also avoids duplication of effort and competition with already existing energy institutions and companies. Finally, the approach maximizes the impact and visibility of the small Centre in the region.

It was decided to **establish the PCREEE Secretariat in a member country which is very proactive in the energy sector and is a leader and model for the sustainable energy development of the region. This is** in line with SPC’s effort to strengthen its in-country presence on its members.

**Nuku’alofa, Tonga** was selected as the host and for the Centre to be side by side with the **Ministry for Meteorology, Energy, Information, Disaster Management, Environment, Climate Change and Communications (MEIDECC).**

## Purpose of this document

The present document “Fundraising Strategy 2018-2021” aims to propose a concrete strategic action plan which will enable to secure long-term funding to sustain the PCREEE beyond its First Operational Phase with the initial project funding of UNIDO and the government of Austria (which ends in 2021).

The host arrangements and existing regional architecture provides PCREEE with strengths to deliver its services in the medium term. However, the future sustainability is yet to be built and need to be addressed in the next 2-3 years.

Thus this document is providing an analysis of the strengths, weaknesses, opportunity and threats of PCREEE and will propose concrete actions to build a sustainable future of PCREEE.

# PCREEE’s situation analysis

## Vision

A sustainable centre of excellence for promoting sustainable energy markets, industries and innovation that work collaboratively with the Global Network of Sustainable Energy Centres (GN-SEC).

## Mission

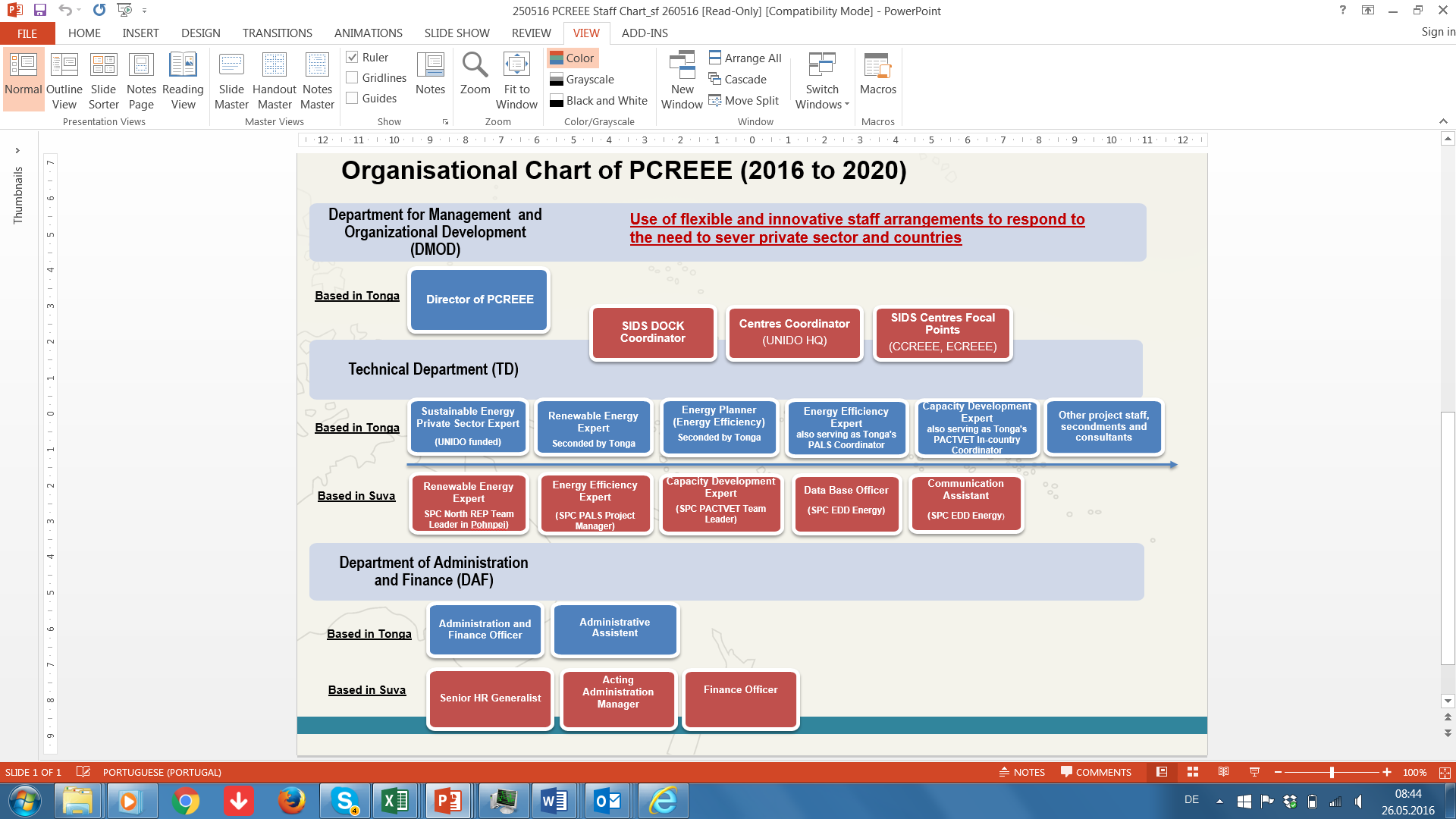
Improved access to modern, affordable and reliable energy services, energy security and mitigation of negative externalities of the energy system (e.g. local pollution and GHG emissions) by promoting renewable energy and energy efficiency investments, markets and industries in PICTs.

## Values

Hosted by SPC, PCREE shares the same corporate values which are :

* *We treasure the rich and diverse cultures, traditions and environments of the people of the Pacific, and our sustainable solutions are based on a sound understanding of their strengths and needs, and of the challenges they face.*
* *We are committed to adding value to the scientific and technical capacities of our members, in pursuing transformational development.*
* *We are committed to the principles of good governance, to the defence and promotion of gender equality and human rights, and to ensuring that the needs of the most vulnerable in our societies are at the forefront of our work.*
* *We work collaboratively with existing partners and build new relationships so that the collective strength of all can be harnessed for the interests of our members.*
* *We are committed to developing an organisational culture that enables our staff to continually improve their effectiveness in working for the people of the Pacific.*

## PCREEE Organisational Structure



## Direct and indirect beneficiaries (clients)

### Direct beneficiaries:

The main target beneficiaries of the activities of the Centre shall consist primarily of renewable energy and energy efficiency market players and enablers in the Pacific. More specifically, the following stakeholders will benefit from the Centre’s activities:

1. Policy makers in energy and related sectors: as a result of the project will have better capacity to develop, implement and operationalize policies, strategies that are conducive to the dissemination of renewable energy and energy efficiency technologies in their countries/territories.
2. Private sector like micro, small and medium enterprises (MSMEs), entrepreneurs, project developers and financing institutions: as a result of the project will be trained on various aspects including renewable energy project identification, development, implementation, funding mobilization, equipment manufacturing etc.
3. National institutions charged with promoting renewable energy and energy efficiency (e.g. energy offices) will benefit from the project through targeted training programmes that include regional equipment standards and performance labelling scheme, policy implementation and rural energy planning.
4. Regulators, Independent Power Producers and utilities: as a result of the project, they will have clear policy and regulatory framework on how to collaborate with other stakeholders in the development of renewable energy and will be alerted on the benefits of adopting energy efficiency strategies.
5. Policy makers, private sector, national institutions: will benefit from the project through awareness raising programmes on renewable energy and energy efficiency.

### Indirect beneficiaries:

1. Ultimately, the greater population in the PICTs will benefit from increased access to modern energy services through increased market penetration of renewable energy technologies and systems as well as energy efficiency technologies and services. Women as beneficiaries or target groups (e.g. entrepreneurs) will benefit from gender-sensitive projects or special gender-sustainable energy projects or programs.

## SWOT Analysis (impacting Fundraising directly or indirectly)

|  |  |  |
| --- | --- | --- |
|  | *Helpful* | *Harmful* |
| *Internal*  *or*  *Present* | **Strength** | **Weakness** |
| * Integrated to SPC organisational, management and financial policies and structure * Contribute to SPC’s Strategic Plan 2016-2020, the Framework for Energy Security in the Pacific: 2010 – 2020 and the Framework for Resilient Development in the Pacific: 2017 - 2030 * Secured initial / seed funding of USD 1.4 million over 2017-2021 * Technical and mentoring expertise provided by UNIDO * Part of a Global Network of Sustainable Energy Centres (GN-SEC) with an established steering committee * Co-hosted with PIFS, PPA, SPREP and USP through a joint hosting proposal and signed MoU on joint implementation, data and information sharing as well as joint resource mobilisation * Expert staff dedicated full time and embedded within the Georesources and Energy Programme of the Geoscience Energy and Maritime Division of SPC (long-term vision and strategy) | * End of funding at the end of the project date (31 December 2021) * Energy is regarded as an overcrowded space at the regional scene * PCREEE aims to do so much with so little funds |
| *External*  *or*  *Future* | **Opportunities** | **Threats** |
| * Pacific Leaders are strong advocates of renewable energy and energy efficiency * PCREEE is housed in a country (Tonga) that is very proactive in RE and EE and has the unconditional political support of its host * Current SPC projects like PALS and PacTVET are complementary of PCREEE’s effort * Inter-Centre collaborations through the GN-SEC * Establishment of the Pacific Regional NDC Hub will assist in costing of the NDCs and expose the potential business and investment opportunities * Climate financing opportunities could benefit PCREEE as well * Highly experienced staff heading the PCREEE | * Several donors (and most PICs) are in support of RE and EE but mostly at bi-lateral levels * Declining funding to the Pacific Regional Energy Programme, now merged as Georesources and Energy Programme at SPC * Absence of national standards on renewable energy designs and installations provide room for inferior equipment to tarnish the reputation of the RE technologies * Unconfirmed funding beyond 2021 |

# Implications & Objectives for PCREEE’s fundraising strategy

### Implications regarding PCREEE Services:

From the matrix above, the focus in the medium term for PCREEE will remain towards:

* Supporting the further detailing and costing of the PICs’ NDCs, Energy Roadmaps and Energy Master Plans to highlight the required extra renewable energy capacity, the required reduction in fossil fuel and power consumption, the capital required and their sources in order to identify the business opportunities and inputs from the private sector and the business community;
* Building the enabling environment for the private sector, in terms of the regulations and policies regarding the private sector, in particular Power Purchase Agreements, Public-Private-Partnerships and access to capital, data and information;
* Capacity building in terms of sustainable energy business start-ups, support to the formation of industry associations and the accreditation and conduct of sustainable energy training programmes.

The First Operational Phase of the PCREEE 2017-2021 focusses on operationalising and formalising the institutional set up of the PCREEE in terms of the host country agreement, staff recruitment, identification of Thematic Hubs and National Focal Institutions, convening of Steering Committee Meetings and the design and implementation of the flagship programme and projects in the above three broad areas. It kick starts the fundraising effort of the PCREEE and preparing to work independently of UNIDO’s institution building support during the Second Operational Phase (2021 – 2025).

### Implications regarding PCREEE Fundraising Strategy:

The SWOT analysis highlights the need to focus on the following actions:

* Increasing visibility and branding of the PCREEE;
* Identifying and mapping potential donors and proactive prospection of key donors;
* Improving coordination with partners or stakeholders working in the same space to avoid unnecessary competition and improve efficiency in delivery of services to PICTs;
* Selling first whenever possible investment as flexible programme funding for PCREEE to benefit from more secure and sustainable long-term funding;
* Starting the prospection of potential financing opportunities from 2018 using existing project proposals and concept notes.

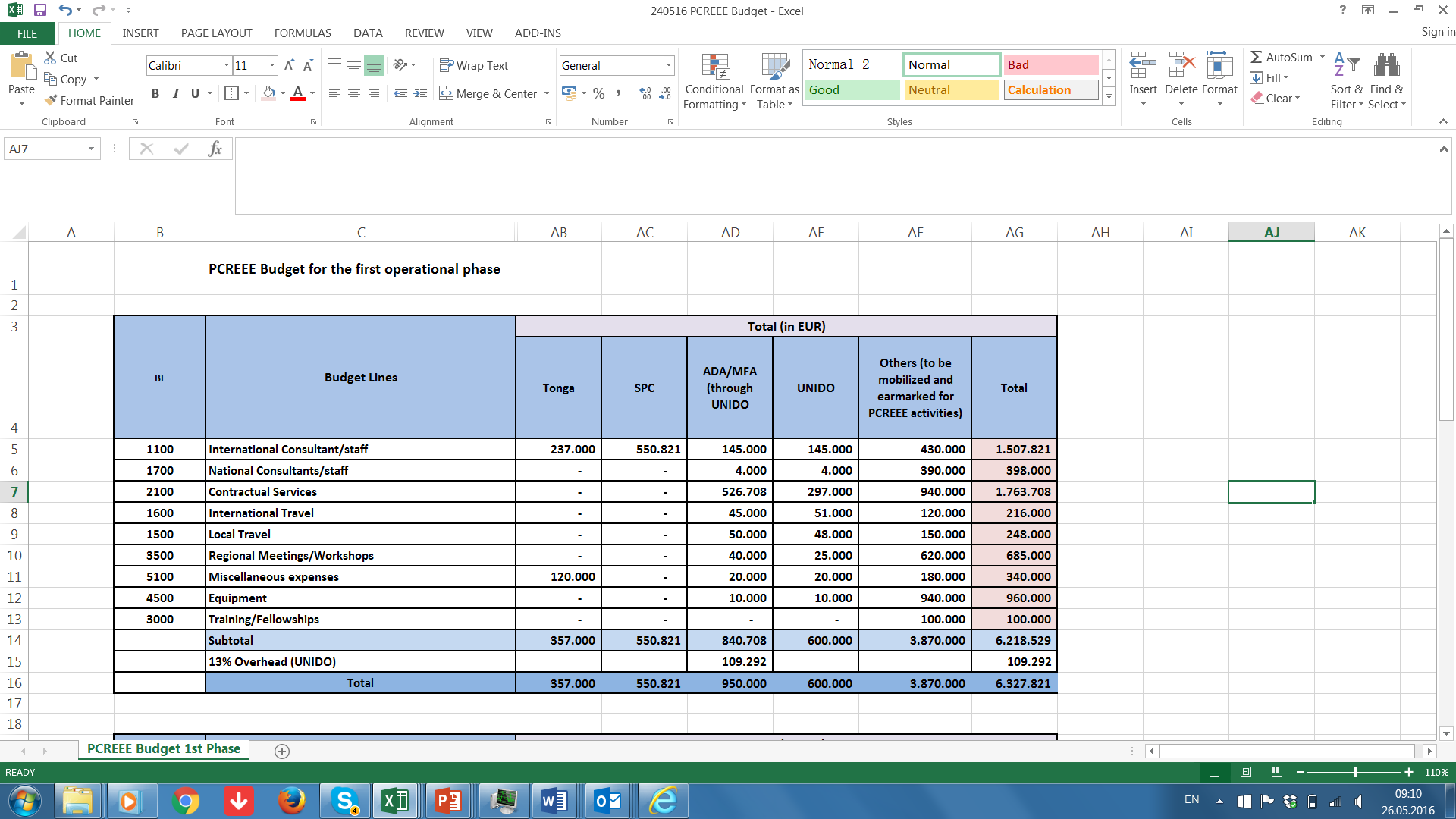
# PCREEE Services

The Centre will **provide the following services to different clients and target groups**:

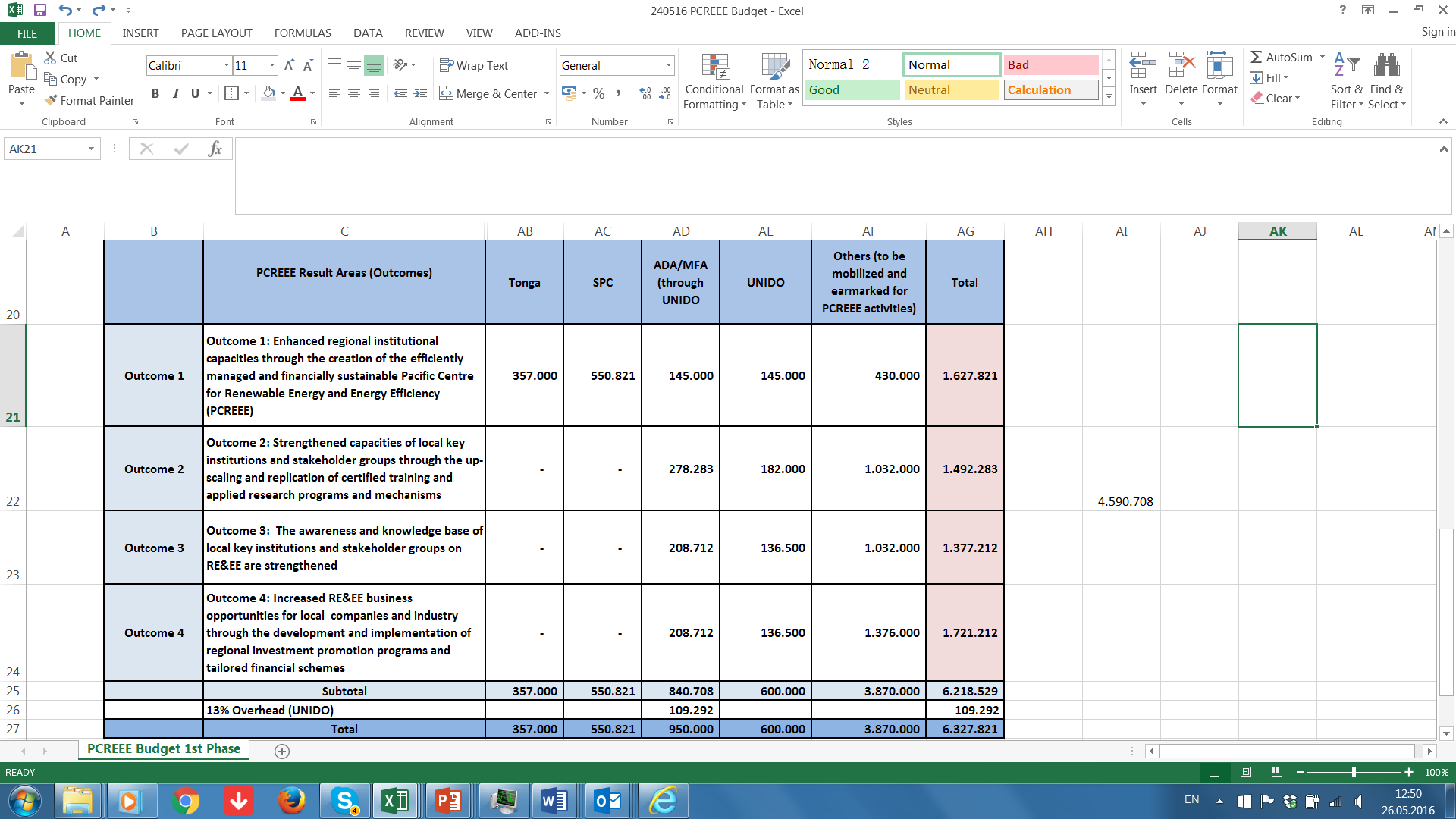
* strengthen SPC in coordinating sustainable energy activities;
* act as service provider for the Sustainable Energy For All Initiative (SE4ALL), SIDS DOCK and other donor activities;
* act as service provider to assist the Pacific islands to implement their sustainable energy policy commitments in practice (e.g. laws, standards, incentive schemes);
* work closely with and strengthen already existing national energy institutions;
* be a strong link between international climate finance and implementation on the ground
* act as think tank, lobbying agent and advisory platform for RE&EE in the Pacific;
* act as provider of reliable RE&EE investment and market data;
* promote the Pacific region as attractive place to invest in sustainable energy;
* act as implementer of regional awareness raising campaigns;
* act as manager of call for proposals for local sustainable energy businesses;
* support local businesses to take advantage of sustainable energy investment opportunities;
* act as coordinator of regional train the trainer networks and applied research networks;
* Provide co-funding for demand-driven programs and projects executed by the private and public sector or civil society in the region (e.g. call for proposals and tenders);
* act as executer of regional RE&EE programs, projects and activities in cooperation with international partners (e.g. UN, EU, donors, IRENA, GEF)
* participate in the Global Network of Sustainable Energy Centers and coordinate closely with the other regional centers (e.g. ECREEE, SACREEE, EACREEE, CCREEE, RCREEE)
* act as promoter of south-south and north-south knowledge and technology transfer
* promote networking and co-organization of conferences, forums and workshops;

# Master Budget & Fundraising gaps

**PCREEE Master Budget for its First Operational Phase: 2017 - 2021**



**PCREEE Master Budget by Outcomes for its First Operational Phase: 2017 - 2021**

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# Main Work Packages of the fundraising strategy

# Sources of funding and Priorities

## Funding landscape & Trends in the Sector – Potential donors

The Energy Sector is central to both the economic development effort of any country as well as to the global effort to reduce greenhouse gas emission. It is therefore a well-resourced sector in terms of funds for economic development as well as funds in the multilateral environment funds like the Global Environment Facility (GEF) and the Green Climate Fund (GCF).

It is rare nowadays to find Overseas Development Assistance to the Pacific Islands that does not deal, directly or indirectly, with climate change and resilient development, given the vulnerability of the islands. The Energy Sector stands to benefit from these ODA because the mitigation effort is mostly on energy. On the other hand, the resilience of the energy infrastructure is a high priority, since the restoration of power is among the first in the cyclone recovery effort of islands - as witnessed in Tonga after Tropical Cyclone Gita in February 2018.

While the volume of ODA in the energy sector is increasing by the year, it is also observed that more and more of these are either handled as bi-lateral projects, implemented by other CROP agencies or as a consultancy between the multilateral banks / agencies (e.g UNDP, ADB, UNDP and the World Bank) and the contractor for the recipient country. For instance, the recent USD 60+ million Pacific Environment Community Fund was managed by the PIFS. The ADB’s Pacific Energy Efficiency Project Phase 1 & Phase 2 were implemented through a consultancy.

The NDC hub is just about to be established and it will certainly deal with the energy elements of the NDCs and there is a need for closer collaboration in order to avoid the establishment of another energy service provider.

There is growing evidence to show that while the PICs still need technical assistance from SPC, there is decreasing appetite for sub-regional and regional projects but countries prefer to engage SPC as a consultant, as and when needed. For instance, the North REP consortium of FSM, Palau and RMI has broken up in the EDF 11 round but FSM still prefer to have SPC managing its project on a full cost recovery basis.

It is to be expected that as part of the Paris Agreement and the obligations of the Annex 1 parties to provide financial assistance, capacity building support and technology transfer to non-Annex 1 parties, one would expect increasing assistance from non-traditional partners given that the exposure per ODA$/capita would be greater in smaller population like the Pacific Islands. The government of Austria is not a traditional partner in the region and has entered the region through IUCN, UNIDO and the PCREEE. Korea has entered the PCREEE through UNIDO. It is expected that more countries like Austria would like to make a footprint in the Pacific Islands.

Two big developing countries like China and India are fast advancing with their renewable energy developments. India is the host of the Solar Energy Alliance, which a number of PICs are members of, and China has supported a number of major infrastructure developments in the region. China and India will obviously play a role in the financing of renewable energy and energy efficiency in the region.

As a consequence, the future funding environment will be dictated by the following:

* Increased volume of ODA to the energy sector, particularly from the GEF and GCF but with preference for bi-lateral projects involving hardware installations rather than regional projects managed by CROP agencies;
* The energy sector will continue to be crowded given the resources involved such that the best strategy would be to work collaboratively with other partners rather than competing;
* New partners will enter the Pacific as part of the implementation of the Paris Agreement;
* The technical assistance and expertise of SPC will still be required by the PICs but on consultancy / full cost recovery basis;
* India, China and Korea will play a more active role in the energy sector of the PICTs, and
* As a crowded sector, the need for partnerships between the PCREEE and the partners will increase in the future and while some of the PCREEE activities will be delivered through these partnerships, there will not be any funds transferred to the PCREEE. It is important to capture the value of these collaborations and to record them as in-kind support.

## PCREEE’s Fundraising Priority by source of funding:

When leveraging funds and negotiating with potential donors and partners priority will be given to:

1. **Multi-year flexible programme funding** to SPC Georesources and Energy programme which includes PCREEE activities;
2. **Project funding** through multilateral and bilateral donors & other agencies directly to PCREEE or PCREEE providing services and technical assistance within larger projects such as UNEP-SPC proposal to GCF on the Promotion of energy efficient appliances, lighting and equipment in Pacific Island Countries, EE in land transport, etc;
3. **Service provider** (consultancy services) when relevant to ministries with available bilateral funding like the terminal evaluation of Tonga PEC Project or payable service to development partners, etc;
4. **Fund raising support** by the host country. Tonga is an asset to the PCREEE and can sell the PCREEE to its partners through increasing the visibility of their effort and the opportunities for the PCREEE to replicate and upscale their effort in Tonga in other places of the region.
5. **Foundations and Trust Funds.**

# Action Plan and Timeframe for the implementation of this strategy

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| *Category* | *Work packages* | *Jan-Mar 2018* | *April-Jun 2018* | *July-Sept 2018* | *Oct-Dec 2018* | *Jan-Mar 2019* | *April-Jun 2019* | *July-Sept 2019* | *Oct-Dec 2019* | *Jan-Mar 2020* | *April-Jun 2020* | *July-Sept 2020* | *Oct-Dec 2020* | *Jan-Mar 2021* | *April-Jun 2021* | *July-Sept 2021* | *Oct-Dec 2021* |
|  | | | | | | | | | | | | | | | | | |
| **WP1**  **Assessment & Planning** | **WP1.1:** Regular Analysis of PCREEE’s competitive advantages |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **WP1.2:** Mapping Donors & stakeholders with regular update |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **WP1.3:** Updating on real time fundraising pipeline |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **WP1.4:** Exploring new channels of fundraising in the long-term |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | | | | | | | | | | | | | | | | | |
| **WP2**  **Marketing & Communication** | **WP2.1:** Short-listing prospectsto approach |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **WP2.2:** Creating concept notes |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **WP2.3:** Creating in a nice marketing paper 2-pages for each concept note |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **WP2.4:** Creating communication material to use during prospection |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **WP2.5:** Updating website to reflect fundraising priorities |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **WP2.6:** Highlighting key portfolio in Social media & Newsletters |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | | | | | | | | | | | | | | | | | |
| **WP3**  **Prospection / Fundraising and Partnerships** | **WP3.1:** Coordinating fundraising efforts with strategic partners (incl. CROP; UN; GN-SEC, etc) |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **WP3.2:** Contacting and meeting with prospects (multilateral and bilateral) |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **WP3.3:** Organising donors’ round tables |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **WP3.4:** Organising fundraising/donors tour in some strategic countries for foundations |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **WP3.5:** Organising some high-level events on key fundraising priorities |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **WP3.6:** Applying to strategic calls for proposals & consultancy services |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| ***WP4***  ***Monitoring, Evaluation & Learning*** | **WP4.1:** Defining SMART indicators for fundraising according Master Budget & fundraising gaps |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **WP4.2:** Monitoring & Evaluation of fundraising achievements |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **WP4.3:** Analysing lessons learned and reviewing fundraising strategy |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

# Monitoring, Evaluation and Learning

The Monitoring, Evaluation and Learning (MEL) process is part of the fundraising strategy and will be conducted by PCREEE staff. The monitoring plan below will be develop in January 2018 as indicated in the Action Plan.

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Category** | **Description** | **Performance Indicator** | **Baseline** | **Target / Indicators**  **2018** | **Target / Indicators**  **2019** | **Target / Indicators**  **2020** | **Target / Indicators 2021** | **Means of Verification (MOV)** | **Schedule for Collection** | **Responsibility** | **Proposed Monitoring Tool** |
| **WP1**  **Assessment & Planning** | **WP1.1:** Regular Analysis of PCREEE’s competitive advantages | At least first analysis done in 2018 and updated in 2020 | No analysis done on PCREEE’s competitive advantage | First analysis is completed |  | Second analysis is completed |  | PCREEE steering committee meeting papers |  | PCREEE Secretariat  SPC’s SPL and GEM’s Pillar for Programming, Performance and Systems |  |
| **WP1.2:** Mapping Donors & stakeholders with regular update | At least first mapping done in 2018 and updated in 2020 | No mapping done on donors and stakeholders | First mapping is completed |  | Second mapping is completed |  | PCREEE steering committee meeting papers |  | PCREEE Secretariat  and Head of Fundraising |  |
| **WP1.3:** Updating on real time fundraising pipeline |  |  |  |  |  |  |  |  |  |  |
| **WP1.4:** Exploring new channels of fundraising in the long-term |  |  |  |  |  |  |  |  |  |  |
| **WP2**  **Marketing & Communication** | **WP2.1:** Short-listing prospectsto approach | List of prospects compiled | No list of prospects exist | First list is completed |  | Second list is completed |  | PCREEE steering committee meeting papers |  | PCREEE Secretariat  and Head of Fundraising |  |
| **WP2.2:** Creating concept notes | At least 10 concept notes, based on PCREEE’s core activities produced | 1 concept note on PCREEE’s Business Development Training Programme (BDTP) | At least 2 additional concepts produced | At least 2 additional concepts produced | At least 2 additional concepts produced | At least 2 additional concepts produced | PCREEE annual work plans and budgets |  | PCREEE Secretariat |  |
| **WP2.3:** Creating in a nice marketing paper 2-pages for each concept note |  |  |  |  |  |  |  |  |  |  |
| **WP2.4:** Creating communication material to use during prospection |  |  |  |  |  |  |  |  |  |  |
| **WP2.5:** Updating website to reflect fundraising priorities | Fund raising priorities are regularly updated on the PCREEE website | No fundraising priorities in the PCREEE website | Fundraising priorities are posted in the PCREEE website | Fundraising priorities are updated in the PCREEE website | Fundraising priorities are updated in the PCREEE website | Fundraising priorities are updated in the PCREEE website | PCREEE website |  | PCREEE Secretariat |  |
| **WP2.6:** Highlighting key portfolio in Social media & Newsletters |  |  |  |  |  |  |  |  |  |  |
| **WP3**  **Prospection / Fundraising and Partnerships** | **WP3.1:** Coordinating fundraising efforts with strategic partners (incl. CROP; UN; interresearch centres) |  |  |  |  |  |  |  |  |  |  |
| **WP3.2:** Contacting and meeting with prospects (multilateral and bilateral) |  |  |  |  |  |  |  |  |  |  |
| **WP3.3:** Organising donors’ round tables | Donor roundtable become a regular event in the steering committee meetings | No PCREEE donor roundtable meeting yet | A donor roundtable meeting during the 2018 Steering Committee Meeting | A donor roundtable meeting during the 2019 Steering Committee Meeting | A donor roundtable meeting during the 2020 Steering Committee Meeting | A donor roundtable meeting during the 2021 Steering Committee Meeting | Minutes of the donor roundtable meetings |  | PCREEE Secretariat |  |
| **WP3.4:** Organising fundraising/donors tour in some strategic countries and agencies foundations |  |  |  |  |  |  |  |  |  |  |
| **WP3.5:** Organising some high-level events on key fundraising priorities | PCREEE is mentioned to |  |  |  |  |  |  |  |  |  |
| **WP3.6:** Applying to strategic calls for proposals & consultancy services | PCREEE is a part of a team delivering on at least 3 consultancies by 2021 | No consultancy work carried out by PCREEE | At least 1 consultancy per year | At least 1 consultancy per year | At least 1 consultancy per year | At least 1 consultancy per year | Consultancy reports and PCREEE’s financial reports |  | PCREEE Secretariat |  |

Annex 1 – Matrix of drivers, needs, barriers and relevant actions

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Drivers | Needs | Barriers | Relevant actions | PCREEE expertise and services |
| PICTs perspectives | | | | |
| * Energy Security | * Reliable and Affordable energy services for all * Reduced reliance on fossil fuel | * Heavy reliance of the energy sector reforms on grant aid funding * Lack of private sector investments | * Empower the private sector and the business community to drive the transformation in the energy sector of PICs | * Training of sustainable energy business start ups * Launch a sustainable energy business support facility * Power Purchase Agreements and Private-Public-Partnerships * Electric Drive Technologies and Electric Mobility * Cleantech Innovation and entrepreneurship * Promoting SE Entrepreneurship |
| * Climate Change and Resilience | * Low carbon energy systems * Resilient energy infrastructure | * Absence or lack of up-to-date data on GHG emissions * Unclear energy targets in the NDCs * Absence of national standards on the design and installations of renewable energy systems | * Empower the private sector and the business community to drive the transformation in the energy sector of PICs | * Training of sustainable energy business start ups * Launch a sustainable energy business support facility * Power Purchase Agreements and Private-Public-Partnerships * Electric Drive Technologies and Electric Mobility * Cleantech Innovation and entrepreneurship * Promoting SE Entrepreneurship |
| * National, Regional and International Cooperation | * Join the global community in pursuing SDG-7 and reducing GHG emission * Coordination among countries and regional partners | * Absence of a regional target * Lack of funding to replicate and upscale existing projects and initiatives * Lack of coordination to develop initiatives that can access climate financing mechanisms | * Establish a platform for collaboration, joint projects under the Global Network –Sustainable Energy Centres [GN-SEC] networking, coordination and information sharing | * Establish and support networking and coordination involving regional partners and PICTs |
| Energy Industry perspectives | | | | |
| * Open and competitive environment | * Levelled playing field * Support to local sustainable energy businesses to be more active | * Inability of local enterprises [mostly micro and medium] to participate in big projects | * TA on sustainable energy business start ups * Launch of the Sustainable Energy Business Development Support Facility | * Training on sustainable energy business start ups * Training on tender management * Operationalise the Sustainable Energy Business Development Support Facility * Review and drafting of energy policies and legislations |
| * A stable and consistent energy market | * Pro-private sector policies * Up-to-date national energy policies and legislation | * Lack of experiences with Power Purchase Agreements and Public-Private-partnerships * Political priority changes | * Training on Power Purchase Agreements | * Training on PPAs and PPPs |
| * Access to capital from multilateral environmental funds | * Dedicated funds for sustainable energy investments | * Lack of dedicated funds for investments in the energy sector | * Resource mobilisation | * Fundraising for energy and entrepreneurship proposal |