



Terms of Reference (TOR)

For the provision of services related to development of a Knowledge Management and Communication Strategy for the Global Network of Regional Sustainable Energy Centres

Project Titles:

Project ID 140276 – “First Operational Phase of the Pacific Centre for Renewable Energy and Energy Efficiency”

Project ID 180301 “Global Network of Regional Sustainable Energy Centres Platform Programme”

Date: 21 October 2022

1. INTRODUCTION

To address the missing link of regional clean energy and climate cooperation in developing countries, UNIDO launched the Global Network of Regional Sustainable Energy Centres (GN-SEC) program in 2010. Under a joint platform, UNIDO assists regional economic communities (RECs) in the creation and operation of sustainable energy centres, which drive and accelerate the energy transition “from the region for the region”. The centres are part of the economic integration efforts of RECs and work towards the creation of integrated and inclusive regional markets for sustainable energy products and services by mitigating barriers.

Today, the GN-SEC network comprises eight operating centres in the Arab and African region (ECOWAS, SADC, EAC, Arab League), Asia and Pacific (SPC, ICIMOD), as well as Latin America (CARICOM, SICA) and has approval by more than 108 Ministers of Energy. In this moment, the network expands to Central Asia (ECO) and Central Africa (ECCAS). By setting regional policies and standards for national implementation, the centres influence the energy futures of more than 1,2 billion consumers and serve 38 of 46 least developed countries (LDCs) and 32 of 36 small island developing states (SIDS).

The global GN-SEC platform, hosted by UNIDO in Vienna, Austria, provides a virtual and physical makerspace for joint learning, events, projects, communication and knowledge management. It facilitates south-south and triangular cooperation on energy issues and solutions of joint interest. The virtual GN-SEC platform <https://www.gn-sec.net/> brings the information resources of all centres in in real-time and automatised form together. Some of the centres are operating regional sustainable energy knowledge platforms. The social media activities of all centres are interlinked to some extent. Moreover, the GN-SEC platform includes a training portal, which can be accessed via <http://training.gn-sec.net>.

The 5th GN-SEC Steering Committee, held in September 2022 in Vienna, Austria, called for a further strengthening of the knowledge, communication and partnership functions of the centres and the GN-SEC platform as a whole. The existing capacities of the centres regarding the quantity and quality of provided information and communication varies significantly and there is room for joint improvement. It was also suggested to improve targeted knowledge management (KM) and communication (COM) towards specific target groups, particularly small island developing states (SIDS) and least developed countries (LDCs). In this context, a specific request came from the PCREEE, representing the Pacific island countries.

As a follow-up to the meeting, the GN-SEC platform is creating a network of Knowledge Management and Communication (KM&COM) focal points among all centres and is upgrading its joint performance.

There is also interest to make KM&COM a potential tool to attract innovative financing for the core functions of the platform and joint GN-SEC programs and projects.

2. SPECIFIC OBJECTIVES OF THE ASSIGNMENT

Therefore, UNIDO is contracting a specialised company or organisation to assess the existing GN-SEC practice and to develop a KM&COM Strategy for the global platform and network. The assignment contributes to the following objectives:

- Improving the KM of the GN-SEC platform and network to get the right knowledge to the right people at the right time, and helping people to share and put information into action; make suggestions to improve the creation, sharing, use and management of knowledge, data and information;
- Tailoring the KM more closely to the needs of the thematic programmes and network-wide GN-SEC activities of joint interest (e.g., using the manifold events more strategically, more effective use of the websites for knowledge sharing), as well as for target groups (e.g. LDCs, SIDS);
- Upgrading the existing COM and outreach practice, processes and tools to transfer quality knowledge and analytics to immediate beneficiaries (e.g. donors, partners, energy stakeholders and community of practice), as well as the wider public;
- Strengthening the COM practice between the GN-SEC Secretariat and the individual centres, while taking into consideration capacity and resource constraints;
- Tapping into opportunities to make KM and COM an income generation source for the GN-SEC platform and network (e.g. sponsorships, campaigns, crowdfunding);
- Improving the existing GN-SEC social media presence by implementing immediate practical low-cost solutions;

3. THE SCOPE OF THE PROPOSED CONTRACTED SERVICES, DELIVERABLES

Under the supervision of the UNIDO Project Manager (PM), the newly recruited GN-SEC COM expert and the GN-SEC team, the contractor will provide the following services:

- Assess the KM&COM needs of the GN-SEC platform and individual centres, particularly PCREEE;
- Undertake a SWOT analysis of the existing KM&COM practices, processes and capacities;
- Develop and design the new KM&COM strategy;
- Plan and assist in the implementation of improvements regarding social media, campaigning and online performance;
- Assist in the development of a practical gender-sensitive GN-SEC guide on public-private sponsorship and fundraising campaigns, including crowdfunding;
- Provide two trainings for the GN-SEC centres on the KM&COM strategy, improvements and sponsorships.

It should be noted that that the GN-SEC can be characterized as a decentralised network and multi-stakeholder partnership. Within the broad range of SDG partnerships, the network has a unique quality, as it comprises several regional economic communities and incorporates a significant degree of harmonization in terms of institutional structure, processes and thematic areas.

As soon as UNIDO completes the institution-building for the GN-SEC centres, they become independent and remain members of the network on a voluntary basis. Therefore, the buy-in of the centres into joint GN-SEC activities highly depends on the convening power and attractiveness of the GN-SEC platform services and funding base.

The GN-SEC platform provides a corporate identity for the centres and a maker-space for joint learning, events, campaigns, knowledge sharing, projects and programs. The global or triangular activities of GN-SEC platform shall not compete with, but will complement the individual regional activities of the

centres. The GN-SEC platform is not competing for regional funding, but aims to attract new streams from public or private sector (e.g. global, intra-regional). Most KM&COM activities of the GN-SEC platform and individual centres are carried out by online and/or audio-visual means.

The assignment has a duration of five (5) months from the countersignature of the contract. Since the assignment builds strongly on the cooperation with the GN-SEC centres, the contractor needs to demonstrate strong cultural awareness and flexibility regarding the provision of services. There might be some breaks, due to joint review processes and rescheduling of meetings. The detailed scope of work is described in the table below:

Table 1: Tasks, Deliverables and Payment Schedule

Main activities to be performed	Deliverables	Tentative working days	Location
<u>INCEPTION PHASE</u>			
<p>1. <u>Inception meeting</u></p> <ul style="list-style-type: none"> ▪ The contractor provides an inception report, incl. detailed work-time diagram, applied methodology, list of key literature, stakeholders, schedule of consultations, gender aspects, indicative tables of content for the KM&COM assessment report and strategy. The inception report and commencement of the assignment requires approval by UNIDO; ▪ Participate in two online inception meetings with the GN-SEC team to understand the goals and context of the GN-SEC; ▪ Participate in one online inception meeting with PCREEE to discuss needs to improve KM&COM activities; ▪ Develop a gender-balanced list of key stakeholders and target groups to be consulted; ▪ Establish a shared folder and gather key documents from the GN-SEC and individual centers; ▪ Participate in short bi-weekly coordination meetings with the GN-SEC COM officer and team. 	<ul style="list-style-type: none"> ▪ 2x GN-SEC meeting minutes ▪ 1x PCREEE meeting minutes ▪ 1x Inception report, incl. detailed work-time diagram, applied methodology, list of key literature, stakeholders, schedule of consultations, gender aspects, indicative tables of content for the KM&COM assessment report and strategy (fully edited by the contractor) ▪ Shared folder with key documents 	5 w/d	Home based
<u>GN-SEC KM&COM Strategy</u>			
<p>2. <u>GN-SEC KM&COM Assessment report and Strategy document</u></p> <ul style="list-style-type: none"> ▪ Organize an online kick-off meeting with all GN-SECs to present the inception report and confirm their KM, COM and visibility needs; assess priorities and capacity needs of each center and the GN-SEC team by conducting a gender- 	<ul style="list-style-type: none"> ▪ Minutes of online kick-off meeting ▪ 1x Online survey and guideline for interviews ▪ 1x stakeholder analysis and 	45 w/d	Home based

<p>sensitive online survey and interviews;</p> <ul style="list-style-type: none"> ▪ By using international benchmarks and best practice, develop an assessment report on the existing KM&COM strategies, capacities, tools and resources of each centre and the GN-SEC platform as a whole; it shall be mentioned that only a few centres have a KM&COM strategy in place; it is understood that due to the contract volume of the assignment, the review of each centre will be of limited scope and mainly focused on online practices; ▪ As part of the assessment report, conduct a SWOT analysis on the KM&COM performance of the individual centres and the GN-SEC platform; develop a list of strengths/weaknesses and opportunities per centre and the GN-SEC platform; identify areas where the global GN-SEC platform adds value and can complement or upscale the KM&COM activities of each centre; provide a list of recommendations for each centres and the GN-SEC platform; ▪ Prepare and deliver a presentation on best practice of KM&COM systems, strategies and tools of similar international technology networks or centres; highlight successful sponsorship and fund raising modalities, campaigns and tools (incl. crowdfunding); make suggestions how they could be combined with technical activities and applied throughout the network; ▪ Develop the KM&COM strategy document for the GN-SEC platform, considering internal and external needs of key target groups and clients on global, regional and national level; the strategy will propose innovative sponsorship and fund raising modalities in line with best practice; as part of the strategy, identify priorities and key thematic areas for the global KM&COM activities of the GN-SEC platform; the strategy includes two separate KM and COM action plans with concrete proposals for improvements, tools, software and activities; ▪ Present the KM&COM strategy to the GN-SEC centres during an 	<p>mapping including a power interest matrix</p> <ul style="list-style-type: none"> ▪ 1x Assessment report including benchmark, stakeholder, SWOT and target group analysis and with a list of recommendations for the GN-SEC platform each center ▪ 1x Presentation on best international KM&COM practices, including sponsorship and innovative financing ▪ 1x revised and updated GN-SEC KM&COM strategy, including action plans and proposals for innovative financing and sponsorship modalities; ▪ 1x boiler plate for GN-SEC ▪ 1x boiler plate for PCREEE ▪ List with proposals to improve the PCREEE KM&COM performance ▪ Minutes of the GN-SEC validation meeting 		
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<p>online meeting and incorporate raised comments and made suggestions;</p> <ul style="list-style-type: none"> Present suggestions to improve the PCREEE KM&COM activities in an online meeting and provide a list of recommendations to the management. 			
<u>SOCIAL MEDIA (SC) Strategy</u>			
<p>3. <u>Establishment of a GN-SEC social media strategy</u></p> <ul style="list-style-type: none"> Undertake a SWOT analysis of the existing social media performance of GN-SEC and PCREEE Benchmark the best-in-class, similar organizational social media strategies and provide optimization recommendations to the GN-SEC. Propose collaboration tools for the social media content development and community management Develop a clearly defined social media plan including a list of suggested social media channels to focus on, including implementation guidelines. Identify low-cost possibilities to strengthen the automatized social activities within the GN-SEC network 	<ul style="list-style-type: none"> 1x report on the social media review including a SWOT analysis 1x benchmark summary report 1x list and analysis of SC collaboration tools 1x social media plan including list of suggested social media and guidelines on the implementation 	10 w/d	Home based
<u>SPONSORSHIP & FUND RAISING</u>			
<p>4. <u>Development of a GN-SEC sponsorship guide</u></p> <ul style="list-style-type: none"> Undertake a SWOT analysis of the existing practices within the GN-SEC and identify KM&COM aspects suitable for monetarisation and sponsoring Analyze and present international best practice on KM&COM based sponsorships and fundraising practices (e.g. Alliance to Save Energy) Identify key groups of public/private sponsors and develop various sponsorship categories Develop a practical guide for the integration of KM&COM sponsorships and fundraising practices to be mainstreamed into the GN-SEC activity cycle (e.g. events, publications, campaigns) Develop a highly appealing sponsorship publication to be 	<ul style="list-style-type: none"> 1x SWOT analysis 1x Presentation on best practice 1x Practical sponsorship guide 1x Sponsorship publication Proposed software and tools 	10 w/d	Home based

presented to potential sponsors and donors			
<ul style="list-style-type: none"> Suggest concrete sponsorship opportunities and software to handle crowdfunding or other campaigns to be mainstreamed through the GN-SEC network 			
TRAINING			
5. Online training series <ul style="list-style-type: none"> Based on existing training materials, conduct an online training series (4 sessions) on KM&COM basics and the implementation of the social media strategy and sponsorship guide 	<ul style="list-style-type: none"> Training materials Certificates for participants Presentations 	15 w/d	
TOTAL		85 w/d	

All deliverables will be provided by the contractor fully edited, designed and ready to be published in English. No editing shall be required by UNIDO. All documents are subject to several rounds of review. In addition, the contractor will be required to deliver the following:

All used raw files and sheets in editable form (e.g. xls). UNIDO will receive also high-resolution photographs in electronic form showcasing relevant meetings with stakeholders, energy infrastructure or project sites. All documents and materials become the property of UNIDO.

4. GENERAL TIME SCHEDULE

The activities under this contract shall be completed within a period of five (5) months from the effectiveness of the contract. If required, the contractor and UNIDO can agree on an extension of this period. The proposed plan for implementation of activities and deliverables:

Table 2: Deliverables Time Distribution

Deliverables	Months				
	1	2	3	4	5
Deliverable 1: Inception Report, including annexes					
Deliverable 2: GN-SEC KM&COM Assessment Report					
Deliverable 3: GN-SEC KM&COM Strategy					
Deliverable 4: GN-SEC social media strategy					
Deliverable 5: GN-SEC sponsorship guide-					
Deliverable 6: Four Training sessions					

5. IMPLEMENTATION, COORDINATION AND REPORTING

The contractor will report to the UNIDO Project Manager (GN-SEC Coordinator) and will closely coordinate with the newly hired GN-SEC COM expert and GN-SEC team. The assignment requires continued communication and coordination with the established GN-SEC network of KM&COM focal points among the GN-SECs.

6. PERSONNEL IN THE FIELD

The presence of personnel in GN-SEC countries is not required. There is no need for travels to GN-SEC locations. The working language for this assignment will be English. Fluency in French and/or Spanish of one of the team members is appreciated but not required.

7. AVAILABLE BUDGET

The maximum all-inclusive budget for this assignment is Euro 80,000.00 (incl. all taxes and travel costs).

8. QUALIFICATION REQUIREMENTS AND EVALUATION CRITERIA

Received bids need to comply with and will be evaluated according to the following criteria:

Table 3: Minimum Qualification Requirements and Technical Evaluation Criteria

MINIMUM QUALIFICATION REQUIREMENTS		VALUE	SCORE
MANDATORY			
1	Registered company or institution as a legal entity with at least seven (7) years of experience in knowledge management and communication (please provide a copy of the Certificate of Incorporation).	Yes No	qualify does not qualify
2	Immediate availability of the contractor;	Yes No	qualify does not qualify
3	Financial Strength of the company. Please provide the completed and signed <u>UNIDO Financial Statement Form</u> : Profitability Profit Margin Ratio or Return on Assets Ratio should preferably be positive. Solvency A solvency ratio should preferably be more than one (1). In case of negative profit margin ratio or solvency, UNIDO may request additional documents and/or adapt payment terms and conditions. Turnover The average annual turnover for the past three (3) years (or for the period of time the bidder has been in business, if it has not yet reached three (3) years) should be at least 1 time more than anticipated value of the contract.	Yes No	qualify does not qualify
4	Completed and signed Statement of Confirmation.	Yes No	qualify does not qualify
5	Completeness of the technical and financial offer (e.g. CVs, track-record of previous assignments/projects, legal and financial documents, all-in price including all taxes).	Yes No	qualify does not

TECHNICAL EVALUATION CRITERIA		VALUE	SCORE
1	Quality of the overall technical offer and efficiency of the proposed project team set-up and execution modality; technical offers shall reflect the analytical capacity of the project team and avoid just a repetition of the text in the TOR).	good	30%
		regular	20%
		poor	0%
2	More than fifteen (15) years of accumulated work experience of the project team and quality track-record of assignments regarding the development of knowledge management and communication plans, systems and social media. <i>The Team Leader holds at least a master's degree in a relevant academic field and demonstrates at least seven (7) years of experience in knowledge management and communication in the international field. The team shall demonstrate full proficiency in English.</i> <i>Bidders shall provide a collection of technical documents, which they have produced during these assignments.</i>	Good	20%
		regular	10%
		poor	0%
3	The provided track-record of the project team includes more than ten (10) substantive high-quality reference documents and publications on knowledge management and communication (e.g. studies, plans, strategies, tools, campaigns). <i>Bidders shall provide concrete evidence and links to developed project documents and concepts</i>	good	20%
		regular	10%
		poor	0%
4	The provided track-record of the project team provides evidence on at least three (3) executed innovative public-private sponsorships, fundraising or crowdfunding campaigns. <i>Bidders shall provide concrete evidence and links to implemented projects and documents.</i>	good	15%
		regular	5%
		poor	0%
5	More than two (2) years of work experience of the project team on knowledge management and communication in the field of sustainable energy, circular economy or environment is a comparative advantage. <i>Bidders shall provide a collection of technical documents, which they have produced during these assignments.</i>	good	15%
		regular	5%
		poor	0%
MAXIMUM SCORE			100%

In accordance with UNIDO procurement rules the technical acceptable bid with the lowest (**all-inclusive**) price will be awarded. Only technical proposals with a quality score of 70% or more will qualify. UNIDO reserves the right to request additional information from bidders if necessary.

9. APPLICATION PROCEDURE

Interested and qualified bidders 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 a proven track record of implemented translation assignments);
- **Financial Proposal in EUR** including all costs and taxes; offers shall include a work-time diagram specifying the time and rates of the individual experts; offers without clearly stating the all-in price (incl. all taxes and other costs) will be rejected;
- **Documents demonstrating the quality of the track-record of the team** with regard to previous assignments in the area of knowledge management, communication and sponsorships;

Bidders are requested to submit their proposals by registering on the UNIDO e-procurement portal (<https://procurement.unido.org/>). In case of difficulties, please contact the UNIDO Help Desk at procurement@unido.org.

Note to suppliers: A **circular economy** is an economic system that tackles global environmental challenges like climate change, biodiversity loss, waste, and pollution. It is a framework of four principles, driven by design: eliminate waste and pollution, keep products and materials in use, regenerate natural ecosystems and use of renewable energy. **Bidders are encouraged** to display the

products' circularity and sustainability compliance with the Economic, Social and Governance principles under the UN Compact (<https://www.unglobalcompact.org/take-action/leadership/integrate-sustainability/roadmap/supply-chain>).

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10. FURTHER INFORMATION

- www.gn-sec.net
- www.pcreee.org