



UNITED NATIONS DEVELOPMENT PROGRAMME

TERMS OF REFERENCE

GCF Project “Accelerating the Transformational Shift to a Low Carbon Economy in the Republic of Mauritius”

Terms of Reference for Consultancy services to design and implement a Branding Strategy for MARENA

SECTOR:	Renewable/Sustainable Energy
LOCATION:	Republic of Mauritius
DUTY STATION:	Mauritius Renewable Energy Agency (MARENA)/ United Nations Development Programme (UNDP)
EXPECTED DURATION:	3 months (40 person-days)
EXPECTED START DATE:	7 th August 2020

1.0 Project Background

With imported fossil fuels supplying 84 % of Mauritius’ primary energy requirements, the country is vulnerable to outside energy shocks, like many other Small Island Developing States (SIDS). Also, greenhouse gas emissions are increasing at a rate of 3 % per year, while the country’s energy generation mix is dominated by imports of coal (39 %) and fuel oil (38 %).

The Green Climate Fund project entitled “**Accelerating the transformational shift to a low-carbon economy in the Republic of Mauritius**” is aimed at enabling the Government of Mauritius to meet its target of using renewables to supply 35 % of the country’s energy needs by 2025 and 40 % by 2030. This is part of a broad national strategy to reduce the country’s dependence on fossil fuels, to enhance energy security and climate change mitigation, and to improve the country’s balance of payments.

The objective of the project is to remove bottlenecks to deployment and scale-up of renewable energy in Mauritius. The Project comprises three components and is structured in two phases and the Responsible Party (entity with delegated execution responsibilities) for each component is as follows:

- **Component 1:** Ministry of Energy and Public Utilities (MARENA, URA)
- **Component 2:** Central Electricity Board
- **Component 3:** Outer Islands Development Corporation

Phase 1 (2017 -2020):

Component 1 of the project comprises the necessary framework for further deployment of renewable energy to be put in place through the strengthening of the institutional capacity of the Mauritius Renewable Energy Agency (MARENA). The MARENA was set up in 2015 with the mandate of promoting the development and use of renewable energy. MARENA, in the long run, is also expected to act as a RE Hub for independent power producers to implement RE projects like solar and wind farms in Mauritius.

For this Component, the GCF funding will be used to assist MARENA to align with the needs of the: Long-Term Energy Strategy (2009-2025), Renewable Energy Roadmap 2030 for the Electricity Sector and the Government Programme (2020 – 2024). With GCF support, MARENA will be empowered and fully operationalised to assist renewable energy (RE) investors, particularly Independent Power Producers (IPPs), in reducing the transaction costs and time delays currently associated with RE investments. MARENA will also provide technical oversight and policy planning support.

Marketing and communication

As per the MARENA Act (2015), the objectives of the Agency include the promotion of the adoption and use of renewable energy, the sharing of information and experience on renewable energy research and technology; and the fostering of collaboration and networking at regional and international levels with institutions promoting renewable energy. In this context and in line with the objectives of Component 1 of the GCF project, there is need for MARENA to develop its marketing and communication strategy to generate information and promote a simplified understanding of the project strategy, objectives, progress and its projected impact over the different phases. The targeted audience would comprise different stakeholders, including the general public, developers, funding agencies, private sector and the Government of Mauritius.

2.0 Scope of Work

A. Positioning MARENA as the national hub for renewable energy

For the purpose of this assignment, the services of a reputable marketing and communication expert will be required to create an impactful brand identity of MARENA. The Service Provider will be required, *inter alia*, to generate and/or increase interest in the activities and services offered by the MARENA and develop public awareness designs for MARENA for publications and corporate items in order to positively highlight the achievements, good practices and lessons learned.

The contractor would be expected to develop a brand toolkit to competently create communication materials to market MARENA's events and services in a manner that aligns with its brand standards.

The contractor would be expected to design and develop editable templates ready for publications, visibility materials, corporate items, branding elements, identity elements, typography, colour and resources.

During the course of this assignment, the contractor would be required to ensure accuracy, consistency and completeness of printed material proofs and final products prior to release to targeted groups; correcting media, routing issues and concerns to appropriate staff; reducing operating costs by avoiding reprint and rework or destruction of incorrect materials.

The contractor will be expected to ensure that the materials prepared be aligned with the mission, vision and core values of the Agency and that they mesh with the priority awareness raising activities as per the Agency's mandate. Materials to be used for the various items should be sourced from recycled and/or sustainable sources. Materials should not seek to perpetuate gendered stereotypical representations.

B. Formulate a communication campaign for the adoption of renewable energy

The brand identity of MARENA will support raising awareness and adoption of renewable energy in Mauritius. Public adoption and public support are a pre-condition to the adoption of renewable energy and shall be organised in support of the ambitious RE objectives in Mauritius.

In Mauritius, renewable energy is not a new development, as bioenergy and hydropower have long been used on the island. However, citizens may not foresee a heavy reliance on renewable energy for baseload consumption in replacement of oil or coal sources. In most markets, experience showed that at its inception, renewable energy can be misperceived by populations as being an optional, costly ("subsidized") and a weak solution to energy supply (green electricity being sometimes perceived as an inferior good – intermittent, unreliable, etc.).

Such misperceptions can lead to a low adoption rate of individual solutions and trigger opposition on larger projects ("Not In My Backyard" – or NIMBY effect). In the case of Mauritius, the risk is a delay in the implementation of the national objectives and ongoing reliance on imported fuels.

Misperceptions are persistent, and still exist even in major markets, requiring a sustained effort in communicating, informing and educating populations. Actions involve communication on targets, successes and socio-economics benefits of renewable energy, but also education in schools, public entities and – potentially – to government agencies.

The Provider will be required to utilise the Report "Development of an internal and external communication strategy to promote renewable energies and energy efficiency in Mauritius"¹ elaborated by the Indian Ocean Commission (IOC) as baseline to develop MARENA's brand image to be in line with its objective to act as a national hub for renewable energy for energy investors, raise awareness amongst decision makers, general public and targeted population groups.

3.0 Expected outputs

The major deliverables of the assignment, but not limited to, are as follows:

(A) Develop a brand identity for MARENA

- a. What is the brand core? (e.g. MARENA as a driver for the RE transition in Mauritius);
- b. How can it be defined? (e.g. think-tank; advisor; enabler; knowledge centre; certifier)
- c. What does it deliver? (e.g. advisory; draft regulations; certifications; expertise; knowledge)

¹ Report is available for consultation upon request by bidder at time of bidding.

- d. Who can benefit? (e.g. decision makers; private sector; general public; targeted segments: women; schools)
- e. What is the user's experience? (e.g. competence; reliability; drive; community feeling; achievement of a greater good)

(B) Design creative material to strengthen the brand identity of MARENA:

- **Advertisement material:** Polo shirts and caps; Lanyards; Bookmarks; Mugs; water bottles; Keyholders; USB disks and CD covers; Roll up banners; Template for newspaper adverts and posters.
- **Stationery:** Letterhead; Envelopes; Pens; Business Cards; Flyers/ Brochures; Name tags; Notebooks.
- **Office space and assets:** Develop brand identity elements for the MARENA office space – signs and graphics, reminder of mission, vision, values; stamps; corporate vehicles.
- **Corporate branding:** Annual Report Layout, Strategic Plan Layout, Generic Report Layout; Word document layout for internal and external communications; PowerPoint layout, email signature layout.
- **Web-presence:** Banners, images, and stylesheet for the website; LinkedIn, Facebook page; other social media.

(C) Based on the IOC report recommendations and key communication messages, develop templates for Communication/Awareness tools:

- Newsletter layouts, infographics for the key communication messages, templates for posters, templates for policy briefs and factsheets;

(D) On renewable energy in Mauritius and the ongoing energy transition:

- Develop a press kit, models for media alerts and canvas for press releases;

(E) Prepare detailed specifications for the production of designed material:

- Provide all such services as may be reasonably required for the production of printed, digital and other materials, in particular editorial, art direction, colour proofing, photography and illustration;
- Ensure that the design and branded materials are developed in line with a sustainable development agenda and with objectives of MARENA and the GCF project; and
- Ensure that the design layouts are in a printable and editable format suitable for further development and usage.

4.0 Key deliverables and payment schedule

The consultant will provide high quality services to MARENA and UNDP. S/He will prepare necessary deliverables, to be sent to the National Project Director (NDP) of the Ministry of Energy and Public Utilities, through the MARENA and UNDP Project Coordinator. All deliverables shall be paid only after approval by a Project Steering Committee which has

been set up for the implementation of the Green Climate Fund project entitled **“Accelerating the transformational shift to a low-carbon economy in the Republic of Mauritius”**

The consultant will be remunerated in accordance with the following time schedule and deliverables. The development work will be submitted in draft (for comments) and then in final version. The consultant will have 2-3 days for amendments and submission of the final version of the reports.

SN	TASK	Deliverable	Expected deadline (no. of person days from start of task)	Payment schedule (%)
1	Submission of detailed work plan	Approved detailed work plan	5	5
2	Brand identity strengthening	Brand identity development and formulation – logos, colours, messages, etc. (3.0 A)	8	20
		Designed creative material (3.0 B, C, D)	12	30
3	Procurement exercise for printing	(i) Prepare terms of reference for the printing of materials	10	25
		(ii) Provision of assistance for procurement exercise		
		(ii) Completed delivery of copies of branded items	5	20
		Total	40	100

5.0 Institutional Arrangement

All deliverables shall be in **English** and submitted in appropriate format (eg MS Word, PDF, JPG, PNG, AI, EPS) as per requirement of the client – GCF team.

Project Coordinator, Accelerating the Transformational Shift to a Low-Carbon Economy in the Republic of Mauritius/ UNDP GCF project

Mauritius Renewable Energy Agency (MARENA)

Project Manager, Component 1, UNDP GCF Project

The Project Manager will be responsible for further distribution. The deliverables should be of high quality in form and substance and with appropriate professional presentation.

The consultant should fully comply with the requirements of UNDP in terms of content and presentation and respect UNDP visibility guidelines, since unsatisfactory performance may result in termination of contract.

6.0 Duration of the work

The consultant shall be required for a period of 40 working days over the period of 07 August 2020 – 30 October 2020.

7.0 Duty Station

Home-based and during the field-based part of the assignment, the consultant may be required to work at the Mauritius Renewable Energy Agency (MARENA).

8.0 Competencies and Qualifications

Corporate Competencies:

- Demonstrates commitment to UNDP's mission, vision and values;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Ability to work effectively with counterpart staff at all levels and with all groups involved in the project; and
- Highest standards of integrity, discretion and loyalty.

Functional Competencies:

- Shares knowledge and experience; and
- Actively works towards continuing personal learning, acts on learning plan and applies newly acquired skills.

Development and Operational Effectiveness

- Ability in undertaking feasibility studies for governmental related bodies;
- Ability to report analytical outputs in a clear, concise manner to a non-technical audience;
- Ability to maintain appropriate records / uphold quality assurance integrity;
- Strong drafting, presentation and reporting skills, excellent written communication skills;
- Ability to administer budgets; and
- IT competencies in Word, Excel, Power Point and internet.

Leadership and Self-Management

- Focuses on result for the client and responses positively to feedback; and
- A good personality with strong leadership skills.

Qualifications of service provider

- Bachelor's Degree in graphic design, communications or any other related qualifications including art and design.
- At least 5 years' management/consultancy experience in Mauritius with experience in developing and delivering marketing, communications and awareness raising materials.
- Experience in graphic design in the area of renewable energy and/or sustainable development is desirable.
- Creativity, communication and problem-solving skills.
- Demonstrated ability to prepare user friendly materials designed specifically to enable individual and collective learning.
- Ability to present facts in a clear, logical and interesting/attractive way of a high quality.
- Able to complete work within required timeframes.
- Excellent social and communication skills.
- Strong attention to detail and focus on quality.
- Knowledge of press contacts and ability to deliver press releases and press kits.
- Ability to meet deadlines; demonstrates independence; resourcefulness and self-management skills.
- Fluent written and oral communication in Creole, French and English.

Note: All content for newsletters, reports and similar materials would be provided by UNDP/MARENA.

9.0 Scope of bid price and schedule of payments

The financial offer should be quoted as a lump sum amount, all-inclusive (professional fee, insurance, all travel costs, per diem, etc.). In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the consultant wish to travel on a higher class he/she should do so using their own resources.

Payments will be effected based on deliverables as described above.

10.0 Recommended Presentation of Offer

The following documents are requested:

- a) Duly completed **Letter of Confirmation of Interest and Availability** using the template provided by UNDP;
- b) **Personal CV**, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the candidate and at least three (3) professional references;
- c) **Technical offer: Brief description** of why the individual considers him/herself as the most suitable for the assignment, and a **methodology** on how they will approach and complete the assignment;
- d) **Financial Proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided by UNDP.

11.0 Criteria for selection of best offer

Individual consultant will be evaluated based on the following methodology:

Cumulative analysis

The award of the contract will be made to the candidate whose offer has been evaluated using the “Combined Scoring Method” whereby the selection will be based on a Combined Scoring Method where the technical proposal will be 70 % and combined with the price offer which will be weighted 30 %.

When using this scoring method, the award of the contract should be made to the individual consultant whose offer has been evaluated and determined as:

- a) Responsive/compliant/acceptable technical proposal; and
- b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

Technical evaluation criteria:

Criteria	Max. Point
Relevant education	15
Demonstrated experience in creating Brand identity including creation of graphic materials for multilingual local and global audiences	15
Relevant experience in graphic production from start to published/printed product with knowledge of printing processes (offset and digital) and colour management	15
Experience in developing communication material in the fields of environment/sustainable development or Renewable Energy	10
Proposed Methodology, Approach and Implementation Plan / Degree of detail of output	15
Quality of sample of previous work (branding, social media platforms, designs of infographics)	10

Criteria	Max. Point
Experience of working with governmental / international funding agencies in a SIDS context	15
Language (English /French)	5
TOTAL max.	100

Candidates scoring a minimum of 70 % of the maximum marks on the above criteria will be considered for the financial evaluation.

The financial offers will be evaluated giving the lowest price proposal 30 marks and marking the other more expensive proposals reverse proportionally to the cheapest offer.

The final scoring of short-listed candidates will take into account the technical score and the financial score:

Criteria	Weight	Max. Point
• Technical score	70%	70
• Financial score	30%	30

The candidate ranking highest shall be selected.

This TOR is approved by:

Signature

Name and Designation: Satyajeet Ramchurn, Head of Environment

Date of signing 07-July-2020