

TERMS OF REFERENCE.

FOR THE SPECIALIST MENTOR OF GCIP MOLDOVA.

ORGANIZATIONAL CONTEXT

The Energy Efficiency Agency, from now on referred to as EEA, is a government body in Moldova subordinated to the Ministry of Energy - the central specialized authority of the public administration in the energy sector. The EEA is generally responsible for co-designing and implementing state policies to improve energy efficiency and promote renewable energy. More specifically, the EEA participates in drafting national programs, action plans, and normative acts, including technical regulations and standards in the field of renewable energy and energy efficiency; develops minimum energy efficiency requirements for devices and equipment produced in or imported to Moldova; and drafts innovative programs promoting energy efficiency and renewable energy as well as assists the central and local public authorities in preparing such programs. The EEA has been selected as the primary executing entity of GCIP Moldova, responsible for recruiting project management personnel to the PMU. The PMU will manage, monitor, and evaluate project activities.

The EEA is the Project Executing Entity at the national level and has two main areas of activity.

For the first, the AEE is responsible for supporting the implementation of the project at the national level by ensuring administrative and logistical support for the execution of the main activities.

For the second, by cofinancing the project, AEE ensures the financial support for implementing the investment and promotion activities at the national level.

PROJECT CONTEXT

The United Nations Industrial Development Organization (UNIDO), with its unique mandate to support inclusive and sustainable industrial development, has partnered with the Global Environment Facility (GEF) to address the most pressing global environmental challenges of our time. Through fostering innovation and entrepreneurship ecosystems, UNIDO and GEF seek to promote affordable and scalable solutions, enabling countries to leapfrog to climate and clean energy technologies (cleantech) through the Global Cleantech Innovation Programme (GCIP).

GCIP fosters an ecosystem approach that supports cleantech innovations in existing and new SMEs and start-ups by providing catered tools and methodologies that enhance their productivity and competitiveness while promoting a supportive policy and regulatory framework on a national level. The GCIP takes a competition-based approach (accelerator) to identify a pool of promising entrepreneurs and support them through ongoing mentoring, webinars, and networking events to grow their innovative ideas and concepts into fully-fledged products and services ready for entering the national and global markets.

The GCIP is comprised of three programmatic pillars that are interlinked as described below:

- Pillar 1 on acceleration and investment facilitation focuses on identifying and growing start-ups, with interventions targeting the private sector (enterprises).

- Pillar 2 on cleantech ecosystem strengthening and connectivity aims to support the national ecosystems with intervention targeting national institutions, ministries, financial institutions, and other key national stakeholders and facilitate collaboration among the ecosystems.
- Pillar 3 on program coordination and coherence will provide strategic guidance for efficiency and effectiveness in achieving impact among GCIP countries, with interventions designed to enhance coordination among GCIP project teams at national and global levels and with project executing partners.

Under the GCIP Framework, the “Clean technology innovation program for SMEs and Start-ups in the Republic of Moldova” (GCIP Moldova is developed to support Moldova’s cleantech enterprises (SMEs and start-ups) to develop and scale up its solutions and to scale up the market adoption of cleantech innovations, thus leading to a reduction in GHG emissions and resource consumption. Furthermore, the project will facilitate increased investment, job creation, and cleantech market development. The project will focus on enhancing institutional, market, and ecosystem capacities to support emerging clean technology start-ups and strengthening policy frameworks and mechanisms for technology innovation in and by SMEs. By using a cross-sectoral and multi-tiered approach to build a sustainable, conducive business environment for cleantech innovation and entrepreneurship, the project’s approach will combine a competition to identify the most promising innovation entrepreneurs (start-ups and SMEs) across a country with a local business acceleration program, which will support, and de-risk selected entrepreneurs/companies and connects them to potential investors, customers, and partners.

To this end, GCIP Moldova consists of three components in line with the above-described three programmatic pillars, as outlined below:

- Component 1: Transforming early-stage innovative cleantech solutions into scalable enterprises.
Component 1 aims to directly support early-stage enterprises to enhance their capacity and competitiveness and leverage market opportunities. Outcome 1.1 focuses on entrepreneurial training and business acceleration support. Outcome 1.2 focuses on advanced business growth and investment facilitation services to cleantech enterprises at growth stages that demonstrate market traction and sales evidence and can benefit from specialized support.
- Component 2: Cleantech innovation and entrepreneurship ecosystem (CIEE) strengthening and connectivity.
The policy framework and institutional capacity are integral to GCIP’s “ecosystems approach.” They are strategically relevant in ensuring that the outputs and outcomes of the project contribute to the national priorities and are sustained after the project closure. Therefore, the objective of Component 2 is to build the capacity of the EEA and other key CIEE stakeholders at local and national levels in Moldova to engage in cleantech acceleration and commercialization. Further, the GCIP Moldova will assist the government in improving national policies and regulations conducive to cleantech innovation and commercialization.
- Component 3: Programme coordination and coherence
The activities under Component 3 aim to ensure that the achievements of the GCIP Moldova are captured and communicated globally, as well as that the GCIP Moldova and other GCIP country projects are coordinated coherently. To this purpose, EEA is expected to collaborate with the

GCIP Framework through the global PEEs and contribute to information gathering, knowledge sharing, and dissemination efforts.

RESPONSIBILITIES

Specialist Mentors are invited to act as facilitators, who provide one-to-one coaching to all the teams within the GCIP Accelerator on request.

Typical Specialist Mentors are experts at companies large and small who are recognized leaders in their discipline.

The mentorship program will follow UNIDO's criteria developed for the GCIP Project.

The delivery of the mentoring program is until 15.12.2023.

DELIVERABLE:

The mentors will mentor the finalists of the GCIP Moldova annual cycle in the next categories: Water Efficiency, Energy Efficiency, Renewable Energy, Green Buildings, and Green Transportation. The mentors will provide constructive feedback to the mentee about their performance, skills, and behaviours.

The mentoring sessions will be organized individually, online, and offline. In coordination with the mentee, each mentor will agree on the place of the offline sessions.

The PMU of the GCIP Moldova project will coordinate the activities of the execution and reporting of the mentor's activities.

The next deliverables will be deliverable by the mentors:

- Needs Assessment: Identify the mentee's goals, strengths, weaknesses, and areas for development.
- Personalized Development Plan: Crafting a plan with specific steps, resources, and timelines to help the mentee achieve their goals.
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- Mentoring sessions: 3 individual mentoring sessions for three mentees and one group mentoring session. (in total: 10 mentoring sessions). Each session is equivalent to one working day.
- The mentors will present a report at the final of the work. The report will include: the calendar of the sessions, the time of the sessions, and a short description of each session.
- The PMU of the GCIP Moldova project will coordinate the activities of the execution and reporting of the mentor's activities.
- Documentation and Reporting: Document meetings, progress, and other relevant details and report them to the program.

PROFESSIONAL EXPECTATIONS

A **GCIP SPECIALIST Mentor** is expected to:

- Retaining wide knowledge for the execution of the works.
- Having experience as an entrepreneur investor in the field.
- Having the necessary skills for mentoring early-stage entrepreneurs to help development products happen.
- Completing the UN's 'I-know-gender' training program.
- Understanding the critical aspects of the GCIP Accelerator program cycle and fundamental concepts of how engagement as a GCIP mentor may differ from other mentoring programs they may have participated in.
- Learning about the GCIP process and methodologies to ensure effective participant collaboration.
- Having prior experience working with early-stage and/or clean technologies.

RULES AND GUIDELINES

- Treating all the information as confidential.
- Challenging assumptions to identify more creative directions in problem-solving.
- Encouraging trust and confidence in how companies handle data.
- Helping participants with less experience by preventing and anticipating problems well before they occur.
- Identifying participants who need other sources of help (from other members of the pool of mentors or elsewhere).
- Having a professional approach and ethical behavior in the mentoring relationship.

TIPS FOR MENTORS:

- Responding promptly to participants' requests for comments and input, especially during the busy period before the Submission. Deadline of worksheets and other key deliverables.
- Reaching out to the GCIP PMU if you need more requests for help.
- Providing support through email, telephone, or personal interaction (e.g., at the Business Clinics).
- Having a good sense of the time required for the participant's requests.
- Holding short webinars to answer finalists' questions.
- Having the familiarity and network within a team's specific target customer segments to facilitate and speed up.

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education: An advanced university degree (master's degree) in engineering, sciences, economics, law, business administration, international relations, or other relevant discipline is **required**.

Technical and Functional Experience:

- A minimum of five years of relevant professional experience in energy, environment, business administration, financing, and experience in working with new technologies in the energy sector (renewable energy and energy efficiency) is a significant advantage.

- Experience in convening partners, organizing and leading strategic meetings; proven experience in facilitating policy dialogues in energy, energy poverty, and vulnerability.

Languages: Fluency in written and spoken English and Romanian is **required**. Knowledge of Russian is an asset.

DOCUMENTS TO BE INCLUDED

- CV, including information about the professional experience relating to the mentoring program.
- A Mentoring Program will include three individual mentoring sessions for three mentees and one group mentoring session.

EVALUATION CRITERIA

- The academic background: 10 pt for the Master's degree, 20 pt for the PhD degree
- Relevant professional experience: maximum 20 pt
- The Mentoring Program: maximum 20 pt
- The confirmation certificates: Certificate confirming the level of English: 10 pt, additional languages: 10 pt.

EVALUATION PROCEDURE

- The evaluation working group of the Energy Efficiency Agency will do the evaluation procedure.
- In the first phase, the applicant's documents will be checked and evaluated.
- In the second phase, the qualifications of the applicants will be evaluated according to the evaluation criteria.

REQUIRED COMPETENCIES

Core values:

WE LIVE AND ACT WITH INTEGRITY: work honestly, openly, and impartially.

WE SHOW PROFESSIONALISM: work hard and competently in a committed and responsible manner.

WE RESPECT DIVERSITY: work together effectively, respectfully, and inclusively, regardless of our differences in culture and perspective.

Key competencies:

WE FOCUS ON PEOPLE: cooperate to fully reach our potential –and this is true for our colleagues as well as our clients. Emotional intelligence and receptiveness are vital parts of our identity.

WE FOCUS ON RESULTS AND RESPONSIBILITIES: focus on planning, organizing, and managing our work effectively and efficiently. We are responsible and accountable for achieving our results and meeting our performance standards. This accountability does not end with our colleagues and supervisors, but we also owe it to those we serve and who have trusted us to contribute to a better, safer, and healthier world.

WE COMMUNICATE AND EARN TRUST: communicate effectively with one another and build an environment of trust where we can all excel in our work.

WE THINK OUTSIDE THE BOX AND INNOVATE: To stay relevant, we continuously improve, support innovation, share our knowledge and skills, and learn from one another.