

TERMS OF REFERENCE

FOR THE GENERALIST MENTOR OF GCIP MOLDOVA

ORGANIZATIONAL CONTEXT

The Public Institution National Center for Sustainable Energy, hereinafter referred to as PI NCSE, is a governmental institution in Moldova, subordinated to the Ministry of Energy, which is the central body responsible for energy sector. PI NCSE, generally, is responsible for co-designing and implementing of state policies aimed to improve energy efficiency and promote renewable energy sources. PI NCSE participates in drafting of 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 PI NCSE has been selected as the main executing entity of GCIP Moldova, that is responsible for recruiting the project management personnel to the PMU. The PMU will manage, monitor, and evaluate project activities.

The PI NCSE has two main areas of activity:

For the first, PI NCSE 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, NCSE 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 startups through the provision of 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 it supports them through ongoing mentoring, webinars, and networking events, in order to grow their innovative ideas and concepts into fully-fledged products and services that will be ready to enter the national and global markets.

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

- Pillar 1 (*acceleration and investment facilitation*) focuses on the identification and growth of start-ups, with interventions targeting the private sector (enterprises).
- Pillar 2 (*cleantech ecosystem strengthening and connectivity*) aims to support the national ecosystems with intervention targeting national institutions, ministries, financial institutions, and other key national stakeholders, as well as facilitate collaboration among the ecosystems.

- Pillar 3 (*program coordination and coherence*) provides 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 increase of investment, job creation, and cleantech market development. The focus of the project will be 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 the country with a local business acceleration program, which will support and de-risk selected entrepreneurs/companies and will connect them with 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 provide direct support to early-stage enterprises to enhance their capacity and competitiveness, and to leverage market opportunities.
More specifically, outcome 1.1 focuses on entrepreneurial training and business acceleration support, and Outcome 1.2 focuses on advanced business growth and investment facilitation services to the 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 parts of GCIP’s „ecosystems approach”, and of strategic relevance in ensuring that the outputs and outcomes of the project are contributing to the national priorities and are sustained after the project closure. Therefore, the objective of Component 2 is to build the capacity of the PI NCSE 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 of national policies and regulations, that are 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 implemented in a coherent and coordinated way. To this purpose, PI NCSE is expected to collaborate with the GCIP Framework through the global PEEs, as well as to contribute to information gathering, knowledge sharing, and dissemination efforts.

RESPONSIBILITIES

Generalist Mentors are invited to act as facilitators, who provide one-to-one coaching to all the teams within the GCIP Accelerator on a regular basis during the acceleration period.

Typical Generalist Mentors are experts at large and small companies 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 between the end of August 2024 and 15th of December 2024.

DELIVERABLE:

The mentors will mentor the semi-finalists and 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 behaviors.

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 provided 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.
- Schedule regularly one-on-one or group mentorship sessions.
- Work closely on all parts of the venture and GCIP activities: worksheets, executive summary, investor presentation, etc.
- Ensure that teams follow the schedule of deliverables.
- Provide training sessions tailored to the needs of the start-ups.
- Facilitate connections with potential investors, industry experts, and other relevant stakeholders, if available.
- Provide business clinics sessions (one-to-one sessions) to start-ups with the aim of addressing their specific questions and needs relating to relevant GCIP business elements and the associated worksheets.
- Sharing best practices and case studies.
- Mentoring sessions: a total of about 35 mentoring sessions (30 min - 1 hour) in the period August-December 2024 are foreseen.
- Mentors will present periodic reports on the mentees' progress and a final report. The final report will include: the calendar of the sessions, the time of the sessions, and a short description of each session.
- Completing the UN's 'I-know-gender' training program.

- Attending GCIP Mentor training.
- 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 GENERALIST Mentor** is expected to:

- Retaining wide knowledge for the execution of the works.
- Having the necessary skills for mentoring early-stage entrepreneurs to help development products happen.
- Having prior experience working with early-stage and/or clean technologies.
- 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.

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: University 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.

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.