
Code	VA/PRF/2019/PM-SDSSEA/002
Requirement	Consultant: Preparation of Business Plan for PEMSEA Certification Services
Duty Station	Manila, Philippines
Duration	6 months
Closing Date	7 June 2019

Terms of Reference

Background

Partnerships in Environmental Management for the Seas of East Asia (PEMSEA) is an international organization specializing in integrated coastal and ocean governance for the Seas of East Asia. In 1993, PEMSEA began its operation as a regional project under UNDP, with funding support from the Global Environment Facility (GEF). In 2006, 11 participating countries in the regional program resolved to transform PEMSEA from a project-based arrangement into a self-sustained, regional collaborative mechanism with the mandate to pursue the implementation of their adopted regional marine strategy, the Sustainable Development Strategy for the Seas of East Asia (SDS-SEA).

In 2014, PEMSEA developed a *Strategy and Implementation Plan for Achieving a Self-Sustained PEMSEA*, which was approved by the 6th EAS Partnership Council Meeting. Throughout 2015 and 2016, PEMSEA has implemented key elements of the plan, including development of PEMSEA Services, launch of a new PEMSEA brand and continued transformation of the PEMSEA Resource Facility (PRF) into a professional services organization, supporting delivery of projects including the GEF/UNDP project for *Scaling up the Implementation of the Sustainable Development Strategy for the Seas of East Asia (SDS-SEA)*, the World Bank project for regional knowledge management and the UNEP project on nutrient management. In November 2015, Ministers and Senior Government Officials from 11 PEMSEA Partner Countries signed the Da Nang Compact, which includes a target for achieving a self-sustaining PRF managing and coordinating a suite of products, services and financing mechanisms for advancing SDS-SEA implementation at the regional, national and local levels.

Since 2014, PEMSEA has been developing a suite of services it delivers to local and national governments, development organizations, companies, investors, scientific intuitions and other organizations, one of these services is the Certification Services. To enhance the delivery of the Certification Services and to support PEMSEA's continuing efforts as it transforms into a fully self-sustaining international organization, a Business Plan for the PEMSEA Certification Services shall be developed. The resulting business plan will be used to facilitate the implementation and

sustainability of the PEMSEA Certification Service. To complement the business plan, a marketing strategy and plan shall also be developed as part of this project.

Objectives

Based on assessment of existing PEMSEA Certification Services, market research and other strategic considerations, the consultant shall develop a Business Plan for the PEMSEA Certification Services to provide guidance on the operations and system/structure of PEMSEA Certification Services and recommendations on its implementation and sustainability.

Scope of Work

Under the guidance of the Executive Director and in close cooperation with the Project Manager for GEF SDS-SEA Project and the Programme Manager for Partnership Applications/Certification the consultant will be responsible for developing a Business Plan for PEMSEA Certification Services. Based on the objectives defined above, the consultant will be required to provide an analysis of the present scenario and develop a detailed business costing and marketing plan that is expected to provide direction to PEMSEA to facilitate the marketing, operations and delivery of its certification services making it efficient, growth oriented and sustainable. The proposed Business Plan will build upon the previous feasibility study conducted for PEMSEA Certification Services. The developed business plan should be time bound and should show clear achievable targets within defined timelines.

Specifically, the consultant will:

- a. (20%) Review the previous feasibility prepared for PEMSEA Certification Services and provide additional recommendations to:
 - I. Refine the description of the PEMSEA Certification services and its status;
 - II. Refine the description on the PEMSEA's capacity in terms of providing the services;
 - III. Review and refine the developed document on market and the potential customers, growth potential, revenue generation and contribution to PEMSEA;
 - IV. Quantify the perceived benefits of having a 'certified' status based on the experience of first movers;
- b. (30%) Conduct necessary research to define the comparative advantage of PEMSEA to attract customers from countries in the East Asia Region as well as other regions; and to gather inputs for the remaining sections of the business plan;
- c. (40%) Based on the review of previous feasibility prepared and conducted review, complete the other sections of the business plan to:
 - I. Develop and describe the appropriate business model for the service;
 - II. Refine the developed costing (defined on the previous feasibility document) of the PEMSEA Certification Services, broken down to the cost per services provided, including services like trainings and technical assistance;
 - III. Project a realistic revenue and income from marketing to delivery of the services over the next five years;
 - IV. Project the budget, time and schedule to reach the "sustainable" status from the present implementation and funding of services;
 - V. Review the organizational management structure and skill sets available and identify any skill gaps; and provide recommendations on organizational management structural modification and new skill set to meet the requirements of implementing the business plan;
 - VI. Flag the challenges and risks of not pursuing the certification services;
 - VII. Recommend a marketing strategy and plan for the roll-out of the services;

- d. (10%) Present the develop the business plan to the Management Committee. Refine the developed business plan based on the comments received from the Management Committee and other reviewers that PRF will identify.

Business Plan Content

The completed Business Plan shall have the following sections at the minimum:

1. Executive summary
2. Analysis of the services offered, including the quantified benefits for being 'certified'.
3. Analysis of the organizational status, skill sets, cost per service and gaps
4. Analysis of the market and potential customer, growth potential,
5. sustainability and contribution to PEMSEA
6. Comparative advantage (competitor analysis)
7. Business Model and description of operation/s for each service to reach sustainability including projected timeline
8. Costing for each service
9. Recommended organizational management structure and new skill sets required
10. Projection of business returns over 5 years
11. Financial/funding needs till "sustainability" status
12. Marketing strategy and plan
13. Challenges and risks for not undertaking certification for PEMSEA
14. Measuring performance and impact of implementing the business plan

The plan shall also have a section on general guidance and preparation of an annual budget, 5-year projections of the following:

- a. Projected revenue and income statement
- b. Projected cash flow statement
- c. Projected balance sheet
- d. Risk assessment, financial ratios and key performance indicators and sale forecast.

Deliverables

The expected end product will be:

- (1) Complete Business Plan (minimum content defined above) clearly detailing tasks and responsibilities of each responsible person within the PEMSEA facility;
- (2) A financial and operational plan;
- (3) Marketing Strategy and Plan; and
- (4) A plan for measuring performance and impact of implementing the business plan.

Qualifications and Skills Required

Education: University education (MSc or PhD) with expertise in assessing critical business issues business planning and strategic management.

Experience:

- a. At least 10 years of industry experience in business planning and strategic development
- b. Demonstrable experience in dealing with multilateral donor-funded or government-funded international development organization or projects.
- c. Demonstrable experience in project organization and ability to serve as effective negotiator with excellent oral presentation skills

- d. Good knowledge of international best practice in business planning, strategic planning and management.
- e. Ability to effectively coordinate a multidisciplinary team of experts and consultants
- f. Be an effective negotiator with excellent oral and presentation skills
- g. Excellent written communication skills including the ability to prepare clear technical and management reports

Language Requirement: Proficiency in written and oral communication skills in English. Knowledge of the language of any participating country in the region is an advantage.

IT Skills: Proficiency in standard computer software (word processing, excel, presentations, databases and internet.)

Submission of Tender

Applicants are requested to submit:

1. Duly accomplished **Letter of Confirmation of Interest and Availability;**
2. **Detailed Curriculum Vitae**, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate
3. **Brief description** of why the individual/company considers him/herself as the most suitable for the assignment,
4. A description of the **methodology**, on how they will approach and complete the assignment.
5. **Financial Proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs.

Applicants are requested to submit the tender and requirements via email to recruitment@pemsea.org. Kindly indicate the code number and title of requirement when applying (in the subject line) by email.

Additional Considerations

Bid applications received after the closing date will not be considered. Only those candidates/companies that are shortlisted will be notified. Applicants from the SEA region are highly preferred.

For more information on PEMSEA Resource Facility, please visit the website at www.pemsea.org