

Section 7. Terms of Reference

I. Background

About SECI

Solar Energy Corporation of India Ltd (SECI), is a Navratna Central Public Sector Undertaking (CPSU) and the leading Renewable Energy Implementing Agency (REIA) in India. Established in 2011, SECI is dedicated to the development, implementation, and expansion of Renewable Energy (RE) projects to meet India's national and international commitments for sustainable energy transition. SECI's initiatives cover diverse RE technologies such as Solar, Wind, Hybrid, Green Hydrogen, and Energy Storage, among others.

As the foremost REIA in the country, SECI has been instrumental in fostering innovation through unique power offtake models for various technologies i.e., solar, wind, hybrid etc., policy advocacy, and thus resulting in deployment of large scale RE projects with various offtake arrangements such as Round-the-Clock (RTC) power supply, and Firm & Dispatchable RE (FDRE), peak power supply etc. SECI also operates as a Category-I power trader and provides consultancy services to various public and private entities. With a vision to expand its RE portfolio, SECI now aims to *establish a diversified long-term strategy for ensuring sustainable growth by adopting multiple strategies including self-development of RE projects.*

Guiding Principles for shaping SECI's Strategic Vision for next 5 years i.e., till FY 31:

- Diversify its business portfolio by exploring emerging RE opportunities
- Enhance its role in India's RE landscape through increased CAPEX investments
- Strengthen its financial positioning to meet future operational and working capital requirements, in most competitive terms
- Maintain and safeguard its operating profits in a sustained manner
- Develop strong strategy deployment mechanism along with Planning, Direction, Monitoring and Control measures in place
- Translate SECI's strategic goals/identified opportunity areas into a set of measurable performance objectives, aligning day-to-day work with strategy, prioritizing projects, and measuring progress towards those targets, with identification of departmental and individual level roles and KPIs

II. Request for Proposal (RFP)

Objective of RFP

In its endeavour to drive SECI towards the path of quick capacity addition and making the above-mentioned strategic vision a reality, SECI intends to engage a consultant for preparation of **Business Plan** of SECI for the **period FY 26-31** and undertake study with following objectives:

- a) Identifying the Available Opportunities for Growth
 - Establish the long-term visibility of the activities that can be undertaken by SECI
- b) Devising a Strategic Plan for each of the opportunities including the sensitivity analysis
- c) Provide Implementation Plan for the identified opportunities for growth
 - Recommend go to market strategy
 - Identify resource gap including CAPEX, Manpower, Infrastructure, Competitive advantage etc. with solution
 - Risk Identification and mitigation plan
- d) Establish Direction, Monitoring & Control mechanism for implementation of identified opportunities, along with identification and monitoring mechanism for departmental and individual level roles and KPIs
- e) Improve margins in a sustained manner

Thus, SECI invites proposals from qualified consultancy firms to develop a comprehensive **Corporate Business Plan** for achieving the organization's strategic vision for next 5 years. The consultant will be selected through a Quality cum Cost-Based Selection (QCBS) process.

III. Detailed Scope of Work

1) Revisiting Strategic Objectives

- Methodical Revisiting of Vision, Mission, Values

2) Market Analysis

- a. Current Market Dynamics – Participants, Structure, Supply Demand Scenario, drivers for demand and supply and market growth, products/contracts in market
- b. Macroeconomic landscape, assessment of past growth trends and outlook on key contributory areas for sectoral growth
- c. Customer - Product Matrix
- d. Regulatory, Operational and Market dynamics for various products in market such as Long Term, Short Term, Power Exchange, Ancillary etc. along with trends
- e. Competitor Analysis – REIAs, State distribution companies floating tender such as GUVNL, and other Cat 1 Power Traders
- f. Various roles delivered by Power Traders
- g. Growth potential and drivers for growth
- h. Emerging trends & way forward for new products

3) Review of existing business of SECI

- a. Performing "As is, where is" analysis for SECI
- b. Mapping current status & growth potential in existing business segments over next 10 years
- c. Resource mapping – Capex, HR, Skill, Process, etc.
- d. Risk Management and Mitigation plan

- e. Potential for advocacy regarding bidding guidelines, to ensure additional opportunity for SECI
- f. Options for inorganic growth
- g. Financials plan/budget for existing business segments

4) Identify new areas for Growth, including products with innovative product offtake construct (PPA/Trade)

- a. Understand the aspirations of SECI in terms of growth and investments
- b. Propose strategic growth plans along with the financial model (Sensitivity Analysis, Revenue, P&L, Balance Sheet, Cashflow etc.) for each of the identified new business segment (aligned with the identified business area), such as
 - i. Capex Projects - Roadmap for executing capex projects by SECI in developer mode, along with options for power sale (PSA)/product offerings to be evaluated for such capex projects including BESS projects
 - ii. Possibility for higher margin in power trading businesses such as Captive or market-based models
 - iii. Mapping International Scenario and identify areas for growth for RE companies like SECI including Cross Border Energy Trade.
 - iv. Finalize approach to international business in distant geographies including replicating SECI's existing business model
 - v. Tapping opportunities in decarbonizing the C&I space
 - vi. Trading for Green H2 and its derivatives
 - vii. Upcoming technologies such as Small Modular Reactor, Tidal, Thermal storage, LDES, small vertical wind turbines, Graphite storage, and its impact on the current PPA construct
 - viii. Power sale models around distributed generation for paying customers for e.g., govt institutions at remote locations
 - ix. Opportunities for Tie up or JV formulation with international players for new technology adoption
- c. Provide following for each of the identified opportunities
 - i. Regulatory & Operational dynamics
 - ii. Sensitivity analysis along with the key success factors
 - iii. Risk Management and Risk mitigation plan
 - iv. Baseline assessment or detailed analysis for individual sector/growth drivers
 - v. Propose change in institutional framework, if required, and prepare responsibility matrix across departments/ agencies
 - vi. Resource planning for new opportunities – Capex Requirement including fund raise plan, HR, Skill, Advocacy efforts, Go-to market strategy, compliances, procedures, process re-engineering. Opportunities for inorganic growth etc.
 - vii. Recommend strategic interventions– Policy & Regulatory, Institutional, Technology-Innovation, Infrastructure, Employment

- viii. Estimate the attractiveness of these opportunities in terms of profitability, scope for expansion and market evolution
- 5) Define Market attractiveness and maturity for each of the identified opportunities
- 6) Make projections for the company's financials encompassing existing and new identified business areas

Key Deliverables

- Strategic Business Plan for achieving SECI's Strategic Vision in next 5 years i.e., till FY 31, addressing the above requirement
- Financial Models for identified opportunities along with Resource Gap Analysis and go to market strategy
- Risk Analysis along with mitigation plan
- Implementation plan for identified opportunities i.e., develop Direction, Monitoring & Control mechanisms along with identification and monitoring mechanism for departmental and individual level roles and KPIs utilizing monitoring tools such as Balance Score Card etc.
- Handhold for implementation of the business plan, initially for 1 years on retainerhip model and this support can be extended for another year subject to satisfactory performance during 1st year and mutual agreement of both the parties, for additional 1 year.
- **Key Elements for Execution Plan during Implementation Phase**
 - i. Transformation Office set up at SECI
 - Establish Transformation office and identify project champions (functional leaders leading strategic initiatives) running impact centers (small set of cross functional teams implementing the initiatives)
 - ii. Transformation Office operations
 - Implementation plan for identified opportunities i.e., develop Direction, Monitoring & Control mechanisms along with identification and monitoring mechanism for departmental and individual level roles and KPIs utilizing monitoring tools such as Balance Score Card etc.
 - Design a governance calendar (weekly, bi-weekly, steering committee etc.) to ensure tracking of all sub initiatives to check on plan vs actual gap status – continuous Gap Analysis to ensure continuous progress on all identified opportunities being pursued
 - Collaborate with internal teams, external partners and stakeholders (wherever required) to ensure program/initiative objectives are understood
 - Ensure active participation in implementation of initiatives/identified opportunities, such as establishing new department, managing bidding pipeline, rolling out pilots, drafting of EOIs etc.
 - Diligent risk management of all initiatives/identified opportunities to ensure minimum disruptions during implementation - Risk Analysis

- Discuss bottlenecks/risks for different initiatives with respective stakeholders (for inputs, alignment, solutions) and coordinate on mitigation measures
- Support every day problem solving and solution articulation with respective teams
- Prepare comprehensive reports on program/initiative/identified opportunities status, outcomes and areas for improvement for presentations to senior leaders
- Contribute in capacity building and training of SECI staffs
- Working and supporting SECI executives on overall project coordination and everyday action items.

IV. Resource Requirement

	Preparation Phase	Implementation Phase
Dedicated Resource	At least 1 resource having a minimum experience of 3 years, deployed full time at SECI office.	
Shared Resource	i. 1 Team Leader (20% utilization), ii. 2 Strategy Planning/Financial Expert (50% utilization) iii. 2 Renewable Energy Expert (50% utilization)	i. 1 Team Leader (20% utilization), ii. 1 Strategy Planning/Financial Expert (50% utilization) iii. 1 Renewable Energy Expert (50% utilization)