TERMS OF REFERENCE
BUSINESS PROCESS REENGINEERING CONSULTANCY SERVICES

1.0 About AECF

The AECF (Africa Enterprise Challenge Fund) is a nonprofit institution supporting early and growth stage businesses – through provision of patient capital – to innovate, create jobs, leverage investments and markets in an effort to create resilience and sustainable incomes for rural poor and marginalised communities in Africa.

AECF’s strategy is focused on agribusiness/agriculture and renewable energy sectors with increased support to climate technologies, deepened focus on gender, youth, and employment, aimed at attaining the institution’s vision of ‘A Prosperous and Enterprising Rural Africa’.

Since 2008, AECF has invested in 268 businesses across sub-Saharan Africa focusing on Agribusiness, Renewable Energy and Climate Technologies. As at 2018, we have impacted more than 17 million lives and created over 12,000 jobs and leveraged over US$ 750 million in matching funds from the private sector.

AECF is headquartered in Kenya with offices in Cote d’ Ivoire and Tanzania.

2.0 Objective of Assignment

The main objective of conducting a business process reengineering is the need for redesign and modernisation of all business processes at AECF so as to raise business efficiency and effectiveness at all levels across the organisation.

The main task of the assignment is to develop process maps for all key processes in the organisation, use them to identify risks and inefficiencies, re-align and strengthen key processes going forward. This will ensure a cost-effective and measurably more efficient set of business processes in the core business of the AECF as well as introduce new ones, if necessary, to accomplish the AECF’s mandate. This assignment will include developing process maps, analysing these to re-engineer those processes, updating process maps accordingly and providing support and training to the AECF to undertake this in the future.

3.0 Scope of Work

We are seeking partnership for a flexible and adaptive business process re-engineering. As such, we anticipate the ability to renegotiate and/or reprioritise certain elements of this outlined scope of work overtime. However, based on discussions and analysis to date, we have developed the following scope of work.
a) **Phase 1: Assessment** – During the first phase of the project, the consultant will carry out the following activities:

- **Project Kick-off Presentation** – to ensure project awareness across the AECF of the analysis, the consultant shall organise one project presentation targeted to management and all Staff;

- **Discovery Workshops** – intensive workshops that bring together the consultants and AECF personnel to assist in determination of the current business processes, existing problems and occasional issues, solutions to critical business problems and achievement of key business objectives. These events are organised on occasion when a certain set of business processes and/or AECF department functions are being organised, and the consultants need thorough information on it. Workshops will aim to explain to personnel and stakeholders the effects of change, how to prepare, equip them with the necessary tools and expected benefits from the change;

- **As-Is Study** – Iterate and validate the objectives of the assignment with key stakeholders. Review, map and analyse current business processes including the roles and responsibilities of institutional structures and individual functionaries - vertically at all levels of administration, and horizontally across other key cross-functional departments.

b) **Phase 2: Business process reengineering** – During the second phase of the project, the consultant is expected to carry out the following activities:

- **To-Be processes** – Provide a detailed study of new business processes by iterating and validating the AECF business objectives with key stakeholders against each of the processes introduced, including the roles and responsibilities of institutional structures and individual functionaries - vertically at all levels of administration, and horizontally across other key cross-functional departments;

- **Gap analysis** – Analyse performance, structures and requirements of current business processes and the redefined (improved) processes, point out the benefits as well as possible changes that could impact other aspects of the AECF business systems;

- **Business Process reengineering** – map and document the transformation process using appropriate business process reengineering tools, methods, techniques and notations. Identify the best practices for adoption with details of alternatives and their suitability. Conduct a thorough gap analysis. Propose the appropriate business process re-engineering tools such as Business Activity Monitoring (BAM) or process mining to fulfil the process;
• **Action plan** – which clearly defines, a step-by-step manner, the scale-up, approach and methodology. Action Plan will be one consolidated document, which shall include tactics, activities and operational goals to be implemented with specified time frames, detailed implementation approach/schedule, anticipated outcomes, risk mitigation plans, and related financial and other resource estimates, such as detailed cost estimation and project timeline;

• **Change Management and Capacity Building** – The consultant/s is expected to design viable and detailed change management, capacity building strategy and execute the same, with the assistance of AECF, in a manner that facilitates the benefits from the business process reengineering to get embedded in the system;

• **Wrap-up Event** – The consultant will organise a final wrap-up event to present the final results of this project. Besides the various Staff, Management and Board representatives, invitees to this event will include representatives from shareholder and the AECF’s donors.

**4.0 Deliverables and Outputs**

The Consultant will report to Director of Operations and be held accountable by the Project Committee. The consultant is required to deliver the following;

**Phase 1**

a) **Project Inception Report**, which shall consist of the detailed Project Work Plan to carry out the assignment. The Project Work Plan shall have details of the Project team, detailed timelines, a detailed note on the proposed approach and methodology. The terms of reference may be improved and refined for better achieving the outcomes, through mutual discussions at the inception report stage;

b) **As-Is Study Report**, including stakeholder analysis, identification of services, and detailed process diagrams for the current business processes. The report shall also identify current threats to the organisation, bottlenecks and possibilities for improvement.

**Phase 2**

a) **To-Be Study Report**, including Re-engineered and mapped business processes, documented as Standard Operating Procedures

b) **Comparative Report (Gap Analysis)**, analysing performance and structures of the current business processes and the redefined (improved) processes, to point out the benefits, but also the possible changes that could impact other aspects of the AECF business systems.
c) **Business Process Reengineering Recommendations Report**, including all areas outlined in the scope of work and as modified through discussions during Phase I;

d) **An action plan**, formulated in a manner that ensures implementation of new business processes; **Detailed Training and Change Management Plan**, for achieving the proposed recommendations, including training workshops for AECF employees, at various levels, which is determined in cooperation with the AECF management;

Across both phases: Bi-weekly Progress Report, consisting of progress vis-à-vis agreed work plan and Consultant’s report on existing/possible constraints and mitigation measures;

**5.0 Qualification**

The successful Consultant is required to meet the following criteria:

- A project manager/team leader – ideally, governance or business reengineering expert for development institutions or not-for-profit organizations; s/he shall provide the overall guidance to the project.
- Solid demonstrated experience with business process reengineering, including methodologies
- Process expert/s – process expert/s with relevant experience in the study of the not-for-profit organisation processes, process reengineering, institutional strengthening, proposal management, vendor evaluation, program management, etc.
- Possess international experience and strong familiarity with international sound market practices and global trends preferably in private sector development, not-for-profit organisations and multi-donor funded institutions;
- A business process designer – an expert with deep knowledge of standard and widely-accepted business process modelling methods, techniques, tools, languages and notations, its analysis in static terms and simulation in dynamic conditions, process bottlenecks detection, etc.;
- High capacity to adapt and understand the local context to propose tailored-made and realistic solutions/recommendations, which will be aligned with the business strategy and expectations of the AECF;
- Fluency in English;

**6.0 Duration**

This assignment is expected not to take more than 40 consultancy days, between the period July and August 2020, and is expected to commence by 1 July 2020.
7.0 Pricing
The AECF is obliged by the Kenyan tax authorities to withhold taxes on service contract fees as well as ensure VAT is charged where applicable. Applicants are advised to ensure that they have a clear understanding of their tax position with regards to provisions of Kenya tax legislation when developing their proposals.

8.0 Evaluation Criteria
The Consultant will be evaluated based on the below preferential point system scoring.

a) Proposals must score a minimum of 70% in the technical evaluation to proceed to financial evaluation;
b) Applicants who meet the minimum technical criteria will be scored on the 70/30 principle, based on their price and technical ratings respectively;
c) The applicant with the highest total number of points will be awarded the contract at the discretion of the AECF, subject to pre-contracting negotiations and scoping.
### Key areas for Evaluation/Assessment

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<th>Technical Evaluation</th>
<th>Weighted Award</th>
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<tr>
<td><strong>Project relevance</strong></td>
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<tr>
<td>• The relevance of the proposal to the objectives and priorities of the business process reengineering.</td>
<td>30</td>
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<tr>
<td>• Detailed methodology and approach in implementing the project. Comprehensive implementation plans with the proposed timelines. The relevance of the project to particular needs Understanding of the issues and problem analysis.</td>
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<td>• Clarity of work plan and specific project activities.</td>
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<td>• Demonstrated experience in developing impact investment fund legal and fiscal structure, policies and processes.</td>
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<td><strong>Capacity to deliver</strong></td>
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<td>• Demonstrate the capability and capacity to meet the requirements in terms of the specification.</td>
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<td>• Detailed CV and Certification of the Project Manager/Team Leader.</td>
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<td>• Detailed CV and Certification of the key staff members that will be providing the technical support after implementation.</td>
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<td><strong>Experience and expertise</strong></td>
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<td>• Previous relevant experience supported by the portfolio of work for a similar scale project.</td>
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<td>• Proven expertise in business process reengineering.</td>
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<td>• Evidence of a minimum of three contactable references signed.</td>
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<td>Only applicants obtaining a minimum of 70% of the total technical points would be considered for the Financial Evaluation.</td>
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<td><strong>Financial Evaluation</strong></td>
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<td>• Reality to market/value for money based on the assignment (inclusive of any applicable tax).</td>
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9.0 Submission Instructions

Interested and qualified Consultants are invited to submit their proposal(s) comprising of the following:

1. An understanding of the consultancy requirements;
2. Methodology and work plan for performing the assignment;
3. Detailed reference list indicating the scope and magnitude of similar assignments;
4. Registration and other relevant statutory documents required;
5. Financial proposal showing clearly the budgeted cost for the work to be conducted (to be submitted in a separate document from the technical proposal);
6. The preferred format for the submission is PowerPoint and Word.
7. Technical and Financial proposals will need to be submitted as separate documents. Financial proposals will not be opened until the conclusion of the technical evaluation and then only for those proposals that are deemed qualified and responsive.

The AECF is an Equal Opportunity Employer. The AECF considers all interested candidates based on merit without regard to race, sex, color, national origin, religion, sexual orientation, age, marital status, veteran status, disability or any other characteristic protected by applicable law.

a. Interested consultancy firms and individuals are requested to submit their technical and financial proposals to procurement@aecfafrica.org by 16 June 2020, 5:00 PM E.A.T. Proposals received after the close of submission date above will not be considered.

b. The Subject of the email should read “Business Process Reengineering Consultant”. The AECF shall not be liable for not opening proposals that are submitted with a different subject.

10.0 Disclaimer

The AECF reserves the right to determine the structure of the process, number of short-listed participants, the right to withdraw from the proposal process, the right to change this timetable at any time without notice and reserves the right to withdraw this tender at any time, without prior notice and without liability to compensate and/or reimburse any party.