REQUEST FOR EXPRESSIONS OF INTEREST FOR A BUSINESS STRATEGY SPECIALIST (FRANCOPHONE) 
AECF INVESTMENT ADVISORY SERVICES DEPARTMENT

1.0 The Africa Enterprise Challenge Fund

The AECF is a development institution which supports businesses to innovate, create jobs, leverage investments and markets to create resilience and sustainable incomes in rural and marginalized communities in Africa. Launched in 2008, the AECF has mobilized over US $356 million to date, leveraging more than US $658 million in matching capital and improving the lives of more than 19 million people in 2018 alone through jobs and increased household incomes. The AECF has so far supported 268 companies in 26 countries in sub-Saharan Africa across 40 value chains in our focal sectors of agribusiness and renewable energy.

To deliver on our strategy, we will continue to focus on the agribusiness and renewable energy sectors, increase support to climate-smart technologies, refine our challenge model, expand regional presence, deepen the focus on gender, youth and employment by expanding our products and partnership approach to better meet our investees’ current needs; and ensure they rapidly scale and transition to external financing and sustainability thereby attaining our vision of ‘A Prosperous and Enterprising Rural Africa’.

2.0 About AECF’s Investments Advisory Services

In delivering on the strategy, AECF’s Investments Advisory Services (IAS) department is increasingly providing value added support to AECF investee companies in Africa to accelerate their business growth, sustainability and impact delivery. The IAS team works with the investee companies to identify capacity gaps through conducting business diagnostics, prioritizing of capacity needs and planning for delivery of services that will increase business performance, resilience and delivery of social impact.

Based on the emerging priority needs of our investees, key advisory services have been categorized under strategy & strategic management; financial management; marketing, distribution & customer service; leadership and organization development; production and operations; integration of environmental and social management; and investment readiness & facilitation.

3.0 About the REACT SSA Program

The AECF renewable energy financing is US $166 million with US $61 million dedicated to REACT SSA, a program supporting the private sector in Sub-Saharan Africa to meet the energy needs of rural communities. About 510 million people in sub-Saharan Africa (SSA) currently have no access to electricity and will not get grid access in the foreseeable future, resulting in a steady increase in the number of people without electricity until at least 2025. The slow progress and high cost of conventional solutions to the household energy crisis mean that cheaper and more accessible new clean technologies offer a better chance of improved access to energy for rural households in the foreseeable future. Over the last decade, clean energy technologies have become more economical than a conventional generation for many applications, and the regulatory environment to facilitate their application has improved. Risk and market failures restrict innovation and prevent the development and use of successful business models and technologies.
The AECF’s engagement in the energy sector under REACT SSA is designed to catalyze the private sector to increase the supply of cleaner fuels, raise awareness of the dangers from indoor air pollution, demonstrate how new knowledge in renewable energy technologies can be put into practice in ways that benefit the poor especially women, provide evidence on challenges in policy formulation and implementation.

REACT technologies that will be financed by AECF include:

- Renewable technologies such as hydro-power, solar energy, biomass and wind energy
- Small, household-level solar home systems, comprising of basic lighting, phone charging systems and radios, made available to large numbers of households through pay-as-you-go (PAYGo) systems
- Large solar-power stand-alone systems for productive use, comprising of phone charging systems, radio etc. and that can be used at small scale rural-based business premises to provide the required power.
- Larger solar power systems that meet the full range of household needs and are still affordable for low-income individuals
- Larger centralized renewable power systems (mini-grids/ micro grids)/ utility models, with a distribution network that meet the full range of household/ business needs and are affordable for low-income individuals
- Production and/or distribution of cleaner fuels (e.g. ethanol) and energy-efficient cookstoves
- Distribution models that support local entrepreneurship and growth of SMEs within a renewable energy product demand and supply chain
- Innovative ideas that stimulate “next-generation” approach in the renewable energy sector

The target countries include Burkina Faso, Ethiopia, Kenya, Liberia, Mali, Mozambique, Zimbabwe, Sudan and Somalia.

4.0 About the Assignment

4.1 Purpose of the Assignment
The purpose of this one-year assignment (the “Assignment”) is to support five of AECF’s investee companies in Burkina Faso and Mali in Strategy refinement and execution to ensure business scaling and social impact delivery. The Assignment will commence with a stress -test and gap analysis of the existing strategies and operational plans, before progressing to the refinement of the strategies and plans, coaching of the leadership and management to execute effectively as they test the assumptions, and the development of training materials (strategy development & execution) that will be used for onward coaching and training of the teams. The services will be delivered by a Specialist, who will plug into the AECF’s Investment Advisory Services (IAS) delivery team. The Assignment will be considered as one engagement and not five separate engagements, and this should be reflected in the proposal.

4.2 Specific duties and responsibilities (the “Services”) of the Specialist
The Specialist will be expected to deliver on the following scope of the Assignment, for each of the 5 companies.

Phase 1

a) Stress testing and gap analysis:
   i. Conduct a stress-test and gap analysis on the existing business strategy, with a focus on the business and social impact targets, key business drivers (including resilience drivers), risks and critical performance variables.
   ii. Develop a strategy stress-test and gap analysis report, clearly indicating the status, recommendations and proposed next steps.
iii. Prepare an AECF end of phase 1 report.

**Phase 2**

b) Refine/develop strategy documents:
   i. Refine/develop the business strategy.
   ii. Prepare/refine operational plans to guide strategy execution and include a plan for further capacity building of the business team.
   iii. Prepare an AECF end of phase 2 report.

**Phase 3**

c) Coaching
   i. Coach the business leadership and management in the execution of their strategies and operational plans, including support to change management.
   ii. Work with the business to monitor progress on agreed key performance indicators to track effective execution, while testing the key assumptions.
   iii. Prepare an AECF end of phase 3 report.

**Phase 4**

d) Training Modules
   i. Prepare learning modules/curricular for strategy development and execution training, to guide self-directed learning.
   ii. Prepare an AECF end of phase 4 report.

**Phase 5**

e) Final Reporting
   i. Prepare an end of Assignment report that will include lessons and insights to further inform IAS service delivery to investee companies.

The successful completion of each phase, as signed off by AECF, will pave way for the commencement of the subsequent phase.

### 4.3 Specific deliverables and timelines of the Services

The Assignment is expected to commence on 1st October 2020, and end on 30th September 2021, delivering on the specific deliverables outlined below:

<table>
<thead>
<tr>
<th>Phase</th>
<th>Assignment Deliverables</th>
<th>Est. Assignment duration</th>
</tr>
</thead>
</table>
| Phase 1 | • 5 Strategy stress test and gap analysis reports  
• AECF end of phase report | 2 months |
| Phase 2 | • 5 Refined business strategy and operational plans (including capacity enhancement plans)  
• AECF end of phase report | 5 months |
| Phase 3 | • At least 2 Coaching sessions per investee on business strategy development & execution  
• AECF end of phase report | 2.5 months |
| Phase 4 | • Training modules on business strategy development & execution  
• AECF end of phase report | 2 months |
| Phase 5 | • AECF end of Assignment report | 0.5 months |

### 5.0 Payment criteria

The payment breakdown below will be milestone based, against the Assignment deliverables, prorated for each investee and will be made upon satisfactory signoff by AECF.
### Percentage Milestone

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Milestone</th>
</tr>
</thead>
<tbody>
<tr>
<td>10%</td>
<td>Execution of the contract (Commencement of Assignment)</td>
</tr>
<tr>
<td>20%</td>
<td>Satisfactory completion of phase 1, for each investee</td>
</tr>
<tr>
<td>30%</td>
<td>Satisfactory completion of phase 2, for each investee</td>
</tr>
<tr>
<td>15%</td>
<td>Satisfactory completion of phase 3, for each investee</td>
</tr>
<tr>
<td>15%</td>
<td>Satisfactory completion of phase 4, for each investee</td>
</tr>
<tr>
<td>10%</td>
<td>Satisfactory completion of phase 5, for each investee</td>
</tr>
<tr>
<td>100%</td>
<td>End of Assignment</td>
</tr>
</tbody>
</table>

#### 6.0 Proposal submission

Qualified experts (individual) are invited to submit a proposal that includes the following:

a) Qualification and experience of the individual.

b) Approach and methodology to undertake this Assignment underpinned by the demonstration of value for money.

c) Previous experience in similar assignment(s) with SMEs, including (if any) those in the renewable energy sector.

d) A detailed financial budget (in USD) and work plan.

e) The technical and financial proposals will need to be submitted as separate documents.

#### 7.0 Qualifications and experience

The minimum competencies and qualifications include:

a) Master’s degree in Business Administration or related field.

b) Professional certification in areas like marketing and /or organization development will be an added advantage.

c) Deep knowledge and experience in the French language, both written and oral, with a demonstrated ability to deliver similar assignments in French.

d) More than 7 years of strategy development experience for SMEs in SSA – preference for individuals with experience in capital raising for SMEs in emerging economies.

e) Experience in training and coaching of Senior and Middle Management teams in strategy execution.

f) Experience in developing training material.

g) Experience in supporting companies in Renewable Energy subsector is preferred.

#### 8.0 Reporting

The Specialist will report to the Advisory Manager - IAS.

#### 9.0 Evaluation Criteria

An evaluation committee will be formed by the AECF and may include employees of the businesses to be supported. All members will be bound by the same standards of confidentiality. The Specialist should ensure that they fully respond to all criteria to be comprehensively evaluated.

The AECF may request and receive clarification from any Specialist when evaluating a proposal. The evaluation committee may invite some or all the Specialists to appear before the committee to clarify
their proposals. In such event, the evaluation committee may consider such clarifications in evaluating proposals.

In deciding the final selection of qualified bidder, the technical quality of the proposal will be given a weighting of 70% based on the evaluation criteria. Only the financial proposal of those bidders who qualify technically will be opened. The financial proposal will be allocated a weighting of 30% and the proposals will be ranked in terms of total points scored.

The mandatory and desirable criteria against which proposals will be evaluated are identified in the table below.

<table>
<thead>
<tr>
<th>Key Areas for Evaluation/ Assessment</th>
<th>Weighted Award</th>
</tr>
</thead>
<tbody>
<tr>
<td>(A) TECHNICAL PROPOSAL</td>
<td>70</td>
</tr>
<tr>
<td>i) An understanding of the consultancy requirements;</td>
<td>15</td>
</tr>
<tr>
<td>• Demonstrate an understanding of the Assignment</td>
<td>5</td>
</tr>
<tr>
<td>• An in-depth understanding of models that facilitate Strategy development, strategy reviews, strategy stress-tests and gap analysis, strategic management encompassing areas of organization development, marketing, operations and other critical aspects of the business.</td>
<td>10</td>
</tr>
<tr>
<td>• Understanding Renewable Energy, PAYGo models and climate-smart technology sub-sectors in sub-Saharan Africa will be added advantage.</td>
<td></td>
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<tr>
<td>ii) Methodology and work-plan that will deliver the best value on the Assignment:</td>
<td>30</td>
</tr>
<tr>
<td>• Demonstrate the strategy and capacity to deliver each of the task(s) within a realistic timeline, underpinned by value for money.</td>
<td>20</td>
</tr>
<tr>
<td>• A strategy that demonstrates the capability to deliver a large part of this Assignment virtually.</td>
<td>10</td>
</tr>
<tr>
<td>iv) Relevant services undertaken by the bidder in the past engagements:</td>
<td>15</td>
</tr>
<tr>
<td>• Demonstrate relevant experience and recent engagements with private sector companies in strategy development, strategy review, gap analysis. Experience in supporting companies in the Renewable Energy and Climate-smart technologies sub-sectors in sub-Saharan Africa is added advantage.</td>
<td>15</td>
</tr>
<tr>
<td>v) Detailed reference list indicating the scope and magnitude of similar assignments:</td>
<td>10</td>
</tr>
<tr>
<td>• Letters of reference from past customers or associates to the Specialist</td>
<td>10</td>
</tr>
<tr>
<td>(A) FINANCIAL PROPOSAL</td>
<td>30</td>
</tr>
<tr>
<td>• Clarity, relevance, reality to market value/value for money of cost for the assignment (inclusive of any applicable tax)</td>
<td>30</td>
</tr>
</tbody>
</table>

10.0 Application details

To be considered, your proposal reference “REQUEST FOR EXPRESSIONS OF INTEREST FOR A BUSINESS STRATEGY SPECIALIST - FRANCOPHONE” must be addressed to procurement@aecfafrica.org and received by Friday, 11th September 2020, 5:00 PM EAT.
11.0 Tax

The AECF is obliged by the Kenyan tax authorities to withhold taxes on service contract fees as well as ensure that 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.

12.0 Disclaimer

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.