Terms of Reference for REACT Sector Expert for Strategy Refresh Consultancy

The AECF is a non-profit organization, unlocking the potential of the private sector to positively impact the lives of rural and marginalized communities in Africa. With the vision to build “A prosperous and Enterprising Rural Africa”, AECF provides high-risk, small and growing businesses with patient, low-cost financing and advisory support services to pilot, refine and scale their operations and ideas.

AECF was launched at the World Economic Forum in 2007, a special partnership initiative of AGRA, and launched its first competition in 2008 to respond to the need for an Africa based fund that would support businesses particularly in the area of Agribusiness, Renewable Energy & Adaptation to Climate Technologies (REACT) and Rural financial services and communications systems that support the two sectors.

AECF Strategy Refresh
We have been in existence as a program for 12 years, but only 3 years as an independent institution. A lot of who we are and what we do is shaped by our history. A history we are proud of but are also keen to learn from it and evolve programmatically to meet emerging needs of Africa’s early-stage and growth-stage businesses.

We want to be sure our purpose is distinct and compelling. As such, we want to meaningfully engage our staff, AECF partners and donors, our investees, shareholder investment partners, field experts, and other players in the ecosystem in exploring and defining the boundaries of our strategy refresh.

In the strategy refresh, we are aiming for:

- A comprehensive evaluation of the performance/implementation of the strategic plan 2018 – 2020 providing information on key achievements, challenges, opportunities, lessons learnt and make practical recommendations to either carry forward, closeout or create new strategic goals.

- Assessment of the progress towards the achievement of focus area results and expected accomplishments, as contained in the strategic plan results framework.

- Assessment of the continued relevance, efficiency and effectiveness of the strategic plan in terms of delivering sustainable livelihoods to the rural and marginalised communities in sub-Saharan Africa.

- Assessment of our performance in terms of business processes, partnerships, cooperation and coordination, accountability (planning, project design and implementation, reporting and evaluation), and resource mobilization.

- Provide insights on external factors that could be affecting our ability to achieve our goals and how we need to change and adapt to remain relevant to our mandate.
- **Suggestions of strategic and important programmatic elements, structural and management considerations** to be incorporated/prioritized when readjusting and implementing the remaining part of the strategic plan.

- **A Strategic Review Report** that presents the detailed findings of the review and presents a refreshed strategy in concert with Management.

- **A Refreshed Strategy** with a detailed action plan that positions AECF as the preeminent private sector development institution transforming the lives of rural and marginalised communities in Africa.

In the delivery of the AECF mission are the focal sectors: Agribusiness and REACT. The REACT sector interventions aim to improve the living standards and support the productivity of sub-Saharan Africa’s rural communities by increasing energy access through the sustainable provision of renewable energy products and services. To date AECF has invested $166 Million in 90 companies, implementing various business models in over 15 technologies ranging from solar home systems, mini-grids, clean cooking fuels, clean and efficient cook stoves, and climate adaptation technologies.

**Scope of Work**
We are seeking a consultant to work with the strategy refresh consultant with the following envisaged scope of work:

a) In collaboration with lead Strategy Refresh Consultants, facilitate the review of AECF REACT sector strategy and determine a new strategy.

b) Review available studies and evaluation reports on REACT as well as other sectoral studies to appreciate the global agenda for energy and to acknowledge the energy access situation in sub-Saharan Africa.

c) Review and update the REACT “Renewable Energy Sector, REACT Design Review, Analysis and Recommendations Report”, specifically:
   i. Review the markets we are currently in and if there is scope to do more than we are doing
   ii. Suggest other potential markets we should be targeting in Africa with scope to undertake our REACT objectives.
   iii. Suggest/Recommend new models/technologies evolving in the space that would be in line with our target market. i.e. low-income households.
   iv. Review our current funding instruments and advise there relevance in the sector and what other instruments would complement the current.
   v. Identify/confirm the key needs of SMEs in this sector and if AECF is meeting them and if there is more scope to meet unmet needs for Funding as well and Technical assistance/advisory support

d) Suggest the best applicable REACT strategy, including identification of options (Technologies/funding instruments) for REACT in line with the overall AECF Strategy.

e) Identify and recommend potential partners and donors in the sector.
Major Deliverables and Milestones
Noting that flexible and adaptive support will be built into this work, the major deliverables envisioned are listed below:

a) Work Plan and associated Gantt Chart outlining the assignment to be undertaken aligned to the Scope of Work and stakeholder engagements
b) Facilitate management workshop(s) to determine the “as-is status” and develop the refreshed sector strategy
c) A Report on the Current State of implementation of the Strategy (As-is Report) of AECF
d) Bi-Weekly Progress Reports
e) Strategic Review Report
f) Develop the refreshed sector Strategy in Word and a summary in PowerPoint
g) Develop the implementation plan with proposed actions and timelines
h) Prepare a monitoring and reporting framework to enable effective tracking of the strategic plan

Duration of the Contract
This assignment is expected to commence on 10th August 2020 and cover up to 31st September 2020. We consider this a part-time engagement: the total working days during this period (10th August 2020 to 31st September 2020) is expected to be 7 – 10 working days in total.

Reporting/Management
The lead consultant will report to the AECF Project Owner/CEO or her/his designate.

Required Skills and Experience
We anticipate that the individual consultant will possess the following skills and experience.

a) A Masters in related fields such as Energy Economics/ Finance, Renewable Energy
b) Knowledge of the energy sector in low-income markets across Africa
c) A minimum of 10 years’ experience international experience in renewable technology deployment or energy access improvement in rural/low-income areas
d) International experience in the preparation of energy strategies for international organizations, bilateral and multilateral institutions
e) Experience in assessing energy investments, including returns and financing methods, particularly in rural/low-income areas
f) Excellent writing and communication skills in English

Evaluation Criteria
The individual consultant will be evaluated based on the below preferential point system scoring.

a) Proposals must score a minimum of 75 points in the technical evaluation to proceed to financial evaluation; only the financial proposal of those bidders who qualify technically will be opened.
b) The applicant with the highest total number of points and/or with a recommendation from our technical evaluation panel will be awarded the contract at the discretion of AECF and subject to pre-contracting negotiations and scoping;
**Key areas for Evaluation/Assessment**

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<tr>
<th>Technical Evaluation</th>
<th>Weighted Award</th>
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<tr>
<td><strong>Level of Expertise</strong></td>
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<tr>
<td>• Relevant knowledge in the specified field</td>
<td>50</td>
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<tr>
<td>• Experience in a specific field</td>
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<tr>
<td>• Experience in similar projects of comparable size, complexity and technical speciality (&lt; two projects – 5; two to four projects – 10; &gt; five projects – 15 points)</td>
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<tr>
<td>• Experience in African countries (1 to 2 countries – 5;3 to 5 – 8; &gt; 6 countries – 10 points)</td>
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<td><strong>Proposed Methodology</strong></td>
<td>40</td>
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<td>• Understand the task. Addresses the important aspects of the task. The scope of the task well defined and corresponds to the TOR. The approach adopted is appropriate for the task.</td>
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<td><strong>Recommendations/reference</strong></td>
<td>10</td>
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<td>Only applicants obtaining a minimum of 75% of the total technical points would be considered for the Financial Evaluation.</td>
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<td><strong>Financial Evaluation</strong></td>
<td>25</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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**Proposal Submission**

The interested and qualified individual consultant is invited to submit their proposal comprising of the following:

1. Provide personal CV including all qualifications and experience in similar projects;
2. Submit at least two (2) up-to-date recommendation letters;
3. Provide a Cover Letter demonstrating the understanding of the challenge and your suitability
4. Financial proposal showing clearly the budgeted cost for the work to be conducted (to be submitted in a separate document from the technical proposal);
5. 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.
**Please note:** 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.

**Application details**
The AECF is an Equal Opportunity Employer. The AECF considers all interested candidates based on merit without regard to race, sex, colour, 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 aecfprocurement@aecfafrica.org, 5:00 PM EAT on Friday, 31st July 2020.

b. The Subject of the email should read “REACT Strategy Refresh Consultancy – 2020/001”. The AECF shall not be liable for not opening proposals that are submitted with a different subject.

**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.