

## **CLARRIFICATIONS FOR CONSULTANCY REVIEW AND DESIGN OF AECF'S STRATEGY 2026-2030**

1. Would AECF be willing to extend the proposal submission deadline by two weeks to 2nd July? We are putting together a strong and highly experienced team and want to ensure that we can do full justice in responding to this important assignment. *We will extend the proposal submission deadline with one week*
2. Section 4, Deliverable outputs does not identify a review of AECF's current strategy as a specific deliverable. Yet sections 2 Objective and 3 Scope of Work clearly expect this review to be undertaken as a precursor to developing the next five-year strategy. Please would you clarify this? *The review of AECF's current strategy does require specific deliverable.*
3. AECF's website (<https://www.aecfafrica.org/approach/how-we-invest/>) refers to three financing options. Is there a separate loan or other product used specifically for "working capital"? *Loans can be used for that purpose*
4. We understand, AECF manages different challenge funds. Are some or all of these funded by different donors? Is there a readily available table showing a breakdown of the challenge funds currently managed by AECF, funding size, objective(s), their respective donors and implementation periods? *We refer to our website and annual report 22-23; more detailed and actual information will be shared with the selected consultant.*
5. Do different donors expect to see separate evaluations of the challenge funds that they have backed or are backing? Have there been recent evaluations (say in the past three years) of some or all of these challenge funds? If so, these would be important inputs to the review of the current strategy and help us to consider our methodology/ level of effort. *Different donors do expect to see separate evaluations and there have been recent evaluations obviously*
6. In section 3. Scope of Work, item No. 7: please could you clarify what is meant by the term "leveraging enterprise"? *Leveraging enterprise is part of our challenge model; we make a positive impact on the lives of marginalized communities through enterprise.*

7. We have noted that Technical and Financial proposals will need to be submitted as separate documents. Can you please clarify if supporting documents such as “Detailed reference list, signed letters, registration and other relevant statutory documents” should be part of technical or financial proposal. *These should be part of the technical proposal*
8. In section 8, item 5 refers to “Detailed reference list and signed letters indicating the scope and magnitude of similar assignments”. Please would you clarify whether you expect to see letters from the clients of each of the project references, or letters signed by our consulting firm confirming the information we will provide? If the former, this maybe difficult and time consuming to provide for projects, especially those which are not live currently. An option may be a table from the bidding team with details on name of client, scope of work, budget, implementation period, key team members, name and contact details for key contact in the contracting agency. This statement can be signed by the CEO/ Director of AAL (bidding company). *We prefer letters from the clients of of the project references, but accept alternatives to it.*
9. Extent of consultation coverage: Should consultations during the assignment cover all 26 geographies where AECF operates, or only in geographies where AECF has an office in *The scope of the strategy will be SSA and not get granular per country*
10. Strategic directions AECF wants to go towards: does AECF already have particular areas of potential strategic focus? *Yes we do.*
11. Could you share the primary motivation for initiating a new strategy at this time? For example, is the process driven by the conclusion of the current five-year strategy, by new insights or lessons, or by a shift in priorities that now warrants strategic realignment? *The process driven by the conclusion of the current five-year strategy, ambition and disruptions in our operating environment*
12. What is your view on the desired balance between continuity and transformation in the upcoming strategy? Should the process aim to refine and reinforce existing directions, or is it intended to explore and introduce significant shifts? Alternatively, would you like us to help define this balance as part of our engagement? Or please let us know if this is a question you would like to help us answer *The balance between continuity and transformation, refining and*

*reinforcing existing directions, and the exploration and introduction of significant shifts are all part of the strategy design.*

13. Are there specific learnings, changes, or trends that you would like the consultant team to prioritize during the review? This may include internal reflections, sectoral shifts, or evolving funder expectations that are critical to inform the design. Specific learnings, changes, or trends for the consultant team to prioritize during the review will be identified as part of the strategy design. *Specific learnings, changes, or trends for the consultant team to prioritize during the review will be identified as part of the strategy design.*
14. What are the key strategic questions AECF seeks to answer through this process? For example, are there open questions around quantitative targets, geographic or sectoral focus, delivery models, or cross-cutting themes such as inclusion or effectiveness in fragile contexts? (i.e., this could be about setting or revisiting quantitative targets. It could be reconsidering focus geographies, sectors of work, or how we deliver. It could be about orienting the strategy toward inclusion, or about sub-areas such as effectiveness in fragile states). *We expect that the consultant can conclude key questions to answer from the RFP document in general and sections 2 and 3 specifically.*
15. Regarding the review of the current strategy, does AECF already have internal assessments or impact evaluations that we should draw on? Alternatively, would you expect the consultant to carry out a more comprehensive backward-looking strategic assessment as part of this assignment? Or do you expect the consultant to leverage evaluation framework like the OECD-DAC evaluation metric? How deep should this evaluation be? For example, are you expecting the output of this project to be similar to your [2020 annual report](#) where we have a highlight of the 2021-2025 strategy the building of resilience. *We have strong internal assessments and impact evaluations that the consultant can draw on*
16. Which stakeholders would you like us to engage in during the strategy development process? Is it appropriate to involve internal team members, board members, implementing and funding partners, target communities, and potentially external experts who are not directly affiliated with AECF but bring relevant expertise? *All relevant stakeholders should be*

*involved. External experts that bring relevant expertise are expected to be part of the Consultant team*

17. Could you kindly confirm whether there is an indicative or ceiling budget allocated for this assignment, or if you would prefer the consulting team to propose a budget based on the expected level of effort and scope? *The consulting team is to propose a budget based on the expected level of effort and scope.*
18. Fundraising Strategy as a Strategic Pillar: Is mobilizing new investors (e.g., DFIs, family offices, climate-linked blended-finance vehicles) intended to be an explicit and core pillar of the 2026-2030 strategic plan that we are expected to help develop, or will this remain a parallel capital-raising activity managed separately from the strategic planning process *It is.*
19. Geographic Scope for In-Person Stakeholder Engagement: For country-level stakeholder engagement, do you anticipate our team conducting in-person visits only in Kenya, with virtual methods used for all other AECF operating countries? Or should we plan for face-to-face stakeholder visits in additional specific countries? If additional in-person visits are expected, could you please highlight any key clusters or specific countries (e.g., West Africa, Eastern Africa, fragile states) where in-person interaction is deemed essential for gaining strategic insights? *For country-level stakeholder engagement, we anticipate the consultant conducting in-person visits in Kenya, with virtual methods used for other AECF operating countries. Pending the geographical presence of the consultant, in-person visits in other countries may be added.*
20. Target Sample Size for Stakeholder Interviews: What is your target sample size for each stakeholder group per typical country scenario (e.g., roughly how many funders, ecosystem partners, investees, and beneficiary representatives) that AECF considers representative for deriving robust strategic insights? Additionally, what is the minimum total aggregate sample size across all countries that AECF considers representative for strategy insight purposes across the entire strategic review? *This question is too detailed to answer during this phase of engagement and may be relevant for the inception report after contracting the selected consultant.*

21. Critical Partner Engagement & In-Person Workshops: Are there any critical funding partners (e.g., KfW, Invest in Visions) or other key external stakeholders whose strategic priorities and perspectives must be captured through dedicated in-person workshops (beyond standard interviews)? *There are possibly critical stakeholders whose strategic priorities and perspectives could be captured through dedicated in-person workshops (beyond standard interviews)?*
22. Organizational Design & Operational Model: For the next strategic period (2026-2030), is AECF envisioning a strategic shift towards a more centralized or decentralized operational model for its programs and engagement with entrepreneurs? *All options on organizational design are still open.*