REQUEST FOR TECHNICAL PROPOSALS AND BUDGET QUOTATIONS

Statement of Work: Business Performance Consultant

<table>
<thead>
<tr>
<th>Commodity/Service Required:</th>
<th>Business Performance Technical Assistance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Type of Procurement:</td>
<td>Individual Consultant Agreement</td>
</tr>
<tr>
<td>Type of Contract:</td>
<td>Fixed-cost contract</td>
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<tr>
<td>Contract Funding:</td>
<td>United States Agency for International Development (USAID)</td>
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<tr>
<td>This Procurement Supports:</td>
<td>Power Africa Off-grid Project (PAOP)</td>
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Submit Proposal and Quotation to: paopprocurement@powerafrica-offgrid.org
Date Proposal and Quotation Due: April 24, 2020
Approximate Date Purchase Order/ Agreement Issued to Successful Bidder(s): TBC

About the Power Africa Off-grid Project
The USAID-funded Power Africa Off-grid Project (‘PAOP’) provides technical assistance and targeted grant funding to support the development of Africa’s off-grid solar home system (SHS) and mini-grid sectors. Through a team of resident technical advisors across East and West Africa, PAOP works with companies, investors, and governments to advance the role of the private sector in extending energy access.

By offering broad-based market intelligence to investors/financiers to inform financial product design, advising governments on establishing supportive policy frameworks, and providing hands-on support to companies, PAOP is helping to build the off-grid market to accelerate private sector-led energy access.

About this opportunity
PAOP is seeking to contract an experienced consultant (‘Business Performance Consultant’) to enhance business performance of off-grid energy companies in Sub-Saharan Africa and advise on strategies to accelerate market growth.

This statement of work aligns with the PAOP Business Performance workstream which encapsulates deeper operational support for companies to help them improve their sales and distribution. Examples of support include C-suite recruiting and services, input on business models, enhanced sales strategies, smart staffing, product sourcing, strategic partnerships, and others. This work will target companies with a presence where PAOP provides support for their local subsidiaries/offices/branches to increase their sales.

Overview
The Business Performance Consultant, on behalf of PAOP, will provide technical assistance (‘Services’) in the following areas of work, with expected typical activities outlined alongside targeted impact and outcome.

<table>
<thead>
<tr>
<th>Id.</th>
<th>Areas of Work</th>
<th>Illustrative Activity Examples</th>
<th>Targeted Impact and Results</th>
</tr>
</thead>
</table>
| a   | Business Operational Performance      | - Assist companies in improving operational capabilities by identifying key performance indicators  
- Review company Key Performance Indicators (KPIs) and provide feedback on improvement opportunities (e.g. sales performance, commercial commission and compensation structure, commercial organization effectiveness) | - Improved commercial effectiveness and efficiency (more rapidly delivered and increased number of off-grid energy connections) 
- Improved sector sustainability (e.g. compensation and commercial model) 
- Providing access of highly experienced C-suite support to early stage companies to speed up corporate development and maturity otherwise not possible |
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|     |               | - Assist companies in strengthening business operating models through reviewing their existing set-up and discussing strengths, weaknesses, opportunities and threats  
- Review expansion strategies and provide feedback  
- Map tools that allow companies to improve productivity of their off-grid business model  
- Provide advice on streamlining operations to maintain continuity or sustainability in the face of an economic downturn or to optimize business performance |  |
| b.  | Strategic Partnerships shaping and execution with telecoms and digital finance service providers | - Provide liaison support between companies and other strategic partners and organizations and help shape commercial opportunities  
- Support implementation of ongoing partnership opportunities  
- Share experience from previous and/or other partnerships in other geographies and lessons learned of relevance |  
- Identification of new partnerships and/or strategic cooperation  
- Faster implementation of partnerships / cooperation  
- Ultimately delivering connections quicker and at bigger scale  
- Reduced cost to sector through learning from successes and failures from other geographies and companies in similar situations previously |
| c.  | Provide strategic input to the PAOP management team | - Advise PAOP management on current trends in the sector where there is potential for catalytic TA to help accelerate the market |  
- Integrate targeted and opportunistic Business Performance activities in the annual plan  
- Develop knowledge product tools that can help facilitate light handed business performance support through in country advisors e.g. ERP mapping; mobile money mapping; telecom partnership strategies |

**Timeline**
The targeted start date and end date for this Statement of Work is: May 1 to August 1, 2020, with the possibility to extend the contract if new activities are added to this statement of work.

**Deliverables/Outputs**
The deliverable/outputs table below is subject to change upon contract negotiation.
<table>
<thead>
<tr>
<th>Business model toolkit</th>
<th>10 days after contract execution</th>
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<tbody>
<tr>
<td>Key Performance Indicator (KPI) list</td>
<td>15 days after contract execution</td>
</tr>
<tr>
<td>Memo on sector trends for market acceleration</td>
<td>20 days after contract execution</td>
</tr>
<tr>
<td>At least two knowledge products (e.g. mobile money mapping; telecom partnership strategies; etc)</td>
<td>25 and 30 days after contract execution</td>
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**Level of Effort:** 40 days

**Travel:** One two-week trip (10 working days) to selected countries in West Africa

**Application Submission: Required Documents**
- Short (5-7 pages) background and description of the applicant’s ability to provide the support requested.
- Three examples of past performance (no more than six pages total).
- Detailed budget including estimated level of effort

All applications should be submitted to paopprocurement@powerafrica-offgrid.org no later than April 10, 2020.