



TERMS OF REFERENCE

CONSULTANCY FIRM TO PREPARE BIOINNOVATE AFRICA PROJECTS FOR A TRANSITION INTO PILOT COMMERCIAL ENTERPRISES

1. BACKGROUND

The Bioresources Innovations Network for Eastern Africa Development (BioInnovate Africa) Programme is a regional innovation-driven bioeconomy initiative established in 2010 with support from the Swedish International Development Cooperation Agency (Sida). It is implemented as a Programme of the International Centre of Insect Physiology and Ecology (*icipe*), and operates in Burundi, Ethiopia, Kenya, Rwanda, Tanzania and Uganda. BioInnovate Africa (BA) assists these eastern Africa countries to build sustainable bioeconomies based on revolutionary advances in bioscience and engineering, thereby diversifying sources of growth for the region's population.

BA aims to strengthen the capacity of scientists, researchers and innovators in the region's universities, research institutes and consultants to link biobased ideas, inventions and technologies to business and the market. Such links do not only enable translation of research outputs to innovations (goods and services for societal use), but also expands opportunities to create jobs, increase household incomes and reduce poverty in a sustainable way. The Programme's thematic areas are: a) value addition to agro-produce; b) agro-waste/biowaste conversion; and c) bioeconomy policy analysis.

icipe intends to hire the services of a consultant to assist the BA Programme Management Office (PMO) to prepare BA projects, which are under incubation, to transition into pilot commercial enterprises as their next stage of growth. The consultant's assignment will build on the business incubation and acceleration boot camp training workshops, which equipped the project teams with skills and enabled them to develop business models and roadmaps for commercializing their products.

2. OBJECTIVE OF ASSIGNMENT

The objectives of the assignment are:

- i. To review company growth strategies

- ii. To prepare teams to become investment ready
- iii. To prepare roadmaps for transition into pilot commercial operations.

A key output of the assignment is the commissioning of BA projects as pilot commercial enterprises. The teams mainly comprise of scientists, innovators, business executives and representatives of business incubators in the BioInnovate Africa participating countries.

3. SCOPE OF ASSIGNMENT

The assignment shall be limited to BA projects which, have produced minimum viable products and are testing the market for the products (For more information about BA projects, please visit www.bioinnovate-africa.org). The assignment is in two parts: first, is to facilitate a business incubation workshop with the selected project teams; second, is an extended follow up engagement in form of a business acceleration with the entrepreneurial project team members virtually and physically at their stations.

4. DESCRIPTION OF ASSIGNMENT

a. Business Incubation Workshop

The first part of the assignment is a practical, experiential, participatory and knowledge-enhancing business incubation workshop with entrepreneurial project teams to address the following key areas necessary for them to transition into pilot commercial operation:

- i. Corporate governance, including assisting teams to establish firm ownership structures.
- ii. Assisting teams to develop company policies, especially administration systems and financial management policies.
- iii. Refining business models, ensuring they are sustainable, environmentally friendly and socially responsive.
- iv. Assessing market segments of the products.
- v. Advising on branding and marketing strategies for the products.
- vi. Assisting in developing financial models for the business enterprise.
- vii. Information management systems (including basics such as book-keeping).
- viii. Advise on talent acquisition and retention.
- ix. Assisting firms to obtaining quality marks or certification for the products, including product registration, where necessary.
- x. Preparing the firms for investments (including investor pitch decks).

The workshop will be for 2 days and participants will be organized by the PMO at a suitable venue in one of the BA participating countries in Eastern Africa.

b. Business Acceleration

The second part of the assignment is a virtual and physical engagement of about 4-7 days (*excluding days of travel*) with the entrepreneurial project team members at their locations. The consultant will conduct separate sessions and physically engage with the teams on a one-to-one basis to consolidate the outputs from the business incubation workshop and, together with the PMO and respective companies, organize to commission the projects. The areas around which to engage with project teams include items mentioned in section 4 a(i-x).

In summary, the assignment will involve:

- a. Conducting a two-days business incubation workshop
- b. 4-7 days business acceleration sessions with the project teams at their locations.
- c. Preparation of content and materials for the business incubation workshop and acceleration sessions working in close liaison with the BA PMO.
- d. Preparation of a final report.

5. RESPONSIBILITIES

a. *icipe*

- i. Provide the consultant with relevant Programme and/or project documentation.
- ii. Provide a suitable venue, prepare invitations, travel, accommodation and meals for participating project teams for the workshop.
- iii. To facilitate travel logistics for the consultant to the workshop and to all the locations of the companies.
- iv. To co-organize an investor conference and mobilize investors.
- v. Provide any required workshop materials such as projector, writing board with markers, and any other basic stationery required for the assignment.
- vi. Provide input/review workshop content for the workshop as needed.

b. Consultant

- i. Deliver a business incubation workshop and business acceleration for project teams.
- ii. Develop content for the workshop and a program for the business acceleration sessions.
- iii. Recommend relevant investors to be invited to an investor conference.
- iv. Assist in preparing for commissioning of companies as pilot commercial enterprises.
- v. Prepare a final report for the business incubation workshop.
- vi. Prepare a final report of the business acceleration (Brief 1-2-page reports for each commissioned company will be included as annexes in this report).

6. QUALIFICATIONS AND EXPERIENCE

The consultant must have sufficient (over 6 years) practical experiences in business incubation and acceleration, entrepreneurship, business management/administration and other relevant areas listed under section 4 relevant for biobased and/or agribusiness sectors. The consultant should also have experience in supporting startup enterprises as they transition into fully fledged businesses and supporting growth of SMEs. The consultant should have good working knowledge of BioInnovate Africa objectives and goals including nature and type of innovation projects. It must be legally registered, fully incorporated, tax compliant and preferably operating within eastern Africa. The consultant should submit relevant CVs of the proposed staff that will engage with the project teams.

7. DELIVERABLES AND TIME FRAME

The deliverables of the assignment will be as follows;

I. Business Incubation Workshop

	Deliverable	Deadline, 2020
i.	Inception report and workshop plan (agenda and modules)	3 Mar
ii.	Delivery of business incubation workshop	12-13 Mar
iii.	Submit a report	27 Mar

II. Business Acceleration

	Deliverable	Deadline, 2020
i.	Program and session workplan	27 Mar
ii.	Business acceleration sessions for project teams	6 Apr – 10 Aug
iii.	Submit a report	24 Aug

8. RESOURCES

The consultant shall be provided with relevant programme and/or project documentation as required during the workshop planning process.

9. BUDGET

Subject to the provisions of this assignment, the consultant shall be facilitated for travel and other requirements listed under section 5. The consultant will be compensated as follows:

I. Business Incubation

Deliverable	Compensation
A satisfactory inception report and workshop plan	30%
Delivery of a business incubation workshop	60%
A workshop report	10%

II. Business Acceleration

Deliverable	Compensation
Business Acceleration Program and workplan	30%
On commissioning 5 projects	30%
On commissioning 4 projects	30%
On submission of a report	10%