



The Voice of the **Off-Grid Solar Energy** Industry



GOGLA  
Johan Cruijff Boulevard 91  
1101 DM, Amsterdam Zuid-Oost  
The Netherlands  
[www.gogla.org](http://www.gogla.org)

## Terms of Reference

### Training Series to Enhance the Investment Readiness for the second ELEVATE Cohort of 18 Companies

#### Introduction

GOGLA is the global association for the off-grid solar energy industry. We are proud to champion one of the world's most innovative and impactful sectors. Hundreds of millions of people already benefit from affordable, high-quality, clean off-grid solar products and services. With the right support, our pioneering industry will be able to scale up rapidly to improve the lives of 1 billion people by 2030. To help make this happen, we promote, safeguard, and convene the industry, advocating for enabling policies and increased investment as well as supporting our 200+ members with effective services [www.gogla.org](http://www.gogla.org).

As a partner to [GET.invest Finance Access Advisory services](#), GOGLA launched [ELEVATE](#) in 2022. ELEVATE is an Investment Readiness Programme that complements [GET.invest Finance Access Advisory Services: Finance Readiness Support](#), a European programme that mobilises investment in renewable energy supported by the European Union, Germany, Sweden, the Netherlands, and Austria. Our goal is to enhance investor readiness of active locally owned and managed companies in the off-grid solar sector in Africa by offering and complementing a specialised suite of technical expertise that will accelerate the companies' path to scale.

GOGLA is one of the five associations that are partners of the Finance Readiness Support service, the other three being the Global Distributors Collective (GDC), ENERGIA, the Rural Electrification Alliance (ARE) and the Clean Cooking Alliance (CCA). The facility makes use of a pool of 8 consulting firms. The pilot phase of the service was delivered through Inensus, Open Capital Advisors, Greenmax, KPMG, Energy4Impact, Persistent, GFA and Catalyst Energy Advisors.

We have finalized the selection of the second cohort of 18 ELEVATE companies who will benefit from the following:

- Access tailored training materials based on a pre-assessment of company needs and operational bottlenecks. These trainings will be held virtually and physically and will cover key topics such as fundraising strategies, working capital management and path to profitability recommendations.
- Access to curated tools including an investor guide/prospectus to guide the companies through the investment/financing landscape.
- Access to BRIDGE LIVE webinars which connect off-grid solar industry leaders with peers and other strategic investors/ TA providers to help them build capacity or raise financial capital..
- Access to investor-focused events, including the Energy Access Investment Forum, Zambia DRE Days and The 2024 Global Off-Grid Solar Forum.
- Subsidised GOGLA membership for the next two years contingent on approval from the GOGLA Board and GOGLA Membership team.

**This consultancy role refers specifically to the first and second components: Tailored trainings and curation of an investor prospectus/ fundraising approach.**



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## Background

600 million people in sub-Saharan Africa are still living without electricity - using instead kerosene, candles, or highly polluting diesel generators to light and power their homes. Off-grid solar provides the fastest and most affordable way to bring clean energy access to millions of homes and businesses. Yet, whilst energy access is a chronic challenge across the continent, African off-grid solar companies often have a harder time accessing funds than international ones.

Today, most of the investment in the sector is concentrated in companies with European or American founders. This risks both overlooking valuable local knowledge when addressing the complex challenge of electricity access, and missing the opportunity to bring powerful African entrepreneurship into the off-grid solar industry.

The selected ELEVATE companies have the potential to significantly help meet the energy needs of their countries: they cover a range of technologies from solar home systems to commercial, industrial and agricultural solutions. Many of them include PAYGO solar to offer a more affordable payment alternative to customers who cannot afford a cash payment for the products they need.

ELEVATE will provide training, mentoring and networking to African leaders in the off-grid sector. Participating companies will access specialized resources and tools to help them accelerate their growth and better understand the international financing landscape and to strengthen their investment readiness by gaining access to financial and technical expertise.

## Objectives of the Assignment & Context on Finalized Needs Assessment

The overall aim is to enhance the investment readiness of the pool of 18 companies<sup>1</sup>.

The training topics have been selected based on a needs assessment survey that was conducted on the cohort during selection.

The Needs Assessment revealed that 27% of the companies had estimated their funding needs using a comprehensive financial model hence 73% require support on how to build a compelling financial narrative and the key elements to look into when estimating funding needs. 50% of the companies indicated that they require support on fundraising strategy. Specifically, how to build out a fundraising journey and the nature of capital that is most optimal for each level of their growth phase. Other key topics that were highlighted repeatedly during the needs assessment exercise included:

- Operational topics; Sales efficiency and working capital management, Unit economics (SHS PAYGO, PURE<sup>2</sup> fee-for-service models, PURE Distribution), Path to profitability and Cash sustainability (supporting business growth with equity)
- Investment Readiness topics: Identifying the right investors, key aspects/ metrics to include in fundraising narrative for different investors ranging from social impact investors to commercial investors.
- Navigating Macroeconomic bottlenecks: Building investor confidence in certain geographies and navigating foreign exchange issues

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<sup>1</sup> Comprising 9 Solar Lighting Distributors, 5 Productive Use companies – Distributors and Fee for Service providers, 4 EPC, C&I companies

<sup>2</sup> Productive Use of Renewable Energy

Global Off Grid Lighting Association / Association (Vereniging) incorporated in the Netherlands / Chamber of Commerce KvK number 62066064. Address: GOGLA (Global Off-Grid Lighting Association), Johan Cruijff Boulevard 91, 1101 DM, Amsterdam Zuid-Oost, The Netherlands



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While 88% of the companies had raised capital, mostly grants, in the past 2 years, a number of the companies indicated that they are not aware of the main steps in the funding cycle specifically regarding commercial investors. Very pronounced, a key challenge faced by the companies when it comes to fund raising is a lack of access to networks and ability to identify and appeal to suitable investors. Other challenges were understanding investor requirements, funding mechanisms and financial modelling and business plan development.

We will give the consultant the opportunity to curate a comprehensive training curriculum based on the above provided context and key gaps identified during the needs assessment. The desired result of the training is that the companies are equipped to:

- Understand investor expectations/due diligence processes for different kinds of financiers.
- Have a good understanding of crucial operational topics such as unit economics, cashflow management and sales efficiency
- Have a good grasp on how to interpret and present of financial models and other relevant metrics to enhance their appeal to investors/ financiers
- Develop an effective pitch narrative/deck and understand how to sell a compelling pitch to financiers
- Have a big picture fundraising strategy and understanding of different kinds of investors/funds available that suit the business at different levels of their growth curve.
- Have a data-room in place with improved documentation and understanding on next steps.
- Understanding on how to complete funding applications.
- Have a plan on investor outreach for the 2024 Global Forum

### **Scope of the Work and Key Deliverables**

Duration: April 2024 to January 2025

The expert will be responsible for the planning of the training agendas, development of the training module and conducting the 3x 4h online virtual trainings and 6h in-person workshop for the cohort participants on the dates suggested below above. The training should consist of a balance of information sharing, group activities, case-studies, and practical exercises as well as working sessions to accommodate a variety of learning styles and levels of knowledge. During the workshop, the expert is also expected to provide the participants with relevant reference materials, which may help them in their work and future projects.

The consultant is expected to complete the following tasks:

- Conduct the training sessions for a max number of 18 companies with a maximum of 2 individuals representing the company staff members, mostly CEO/CFO/ Business Development Manager.
- Familiarise participants with key concepts and practical frameworks on the key topics highlighted in the section above.
- Equip training participants with the required tools to be familiar and skilful when fundraising and reaching out to investors.
- Showcasing different kinds of financial/business model tools, pitch decks and fundraising/investor outreach plans.
- Showcasing practical cases of lessons learned from companies at different stages of their fundraising journeys.

- Document and share observations regarding weaknesses and issues that need further development as well as recommendations for participants.
- Preparation of training slides and other related materials.
- Personal consultations with companies to ensure most needs/ bottlenecks are addressed.

### Suggested Outputs & Schedule<sup>3</sup>

Deadline	Item
<b>Inception</b>	
March 15 <sup>th</sup>	Expert Contracted
March 22 <sup>nd</sup>	ELEVATE Cohort 2.0 Membership On-boarding done by GOGLA
April 5 <sup>th</sup>	ELEVATE Cohort 2.0 Kick-off
<b>Training 1 Virtual 1x4h (April – May)</b>	
April 15 <sup>th</sup> -29 <sup>th</sup>	Preparation of materials for 1 <sup>st</sup> workshop, outreach to companies
May 2 <sup>nd</sup>	Sharing draft training materials for review
May 4 <sup>th</sup>	Delivering first training materials
May 13 <sup>th</sup>	First online Training
<b>Training 2 Virtual 1x4h (June – July)</b>	
May 14 <sup>th</sup> – June 5 <sup>th</sup>	Preparation of 2 <sup>nd</sup> workshop materials, follow-up on homework, outreach to companies with baseline survey.
June 5 <sup>th</sup>	Share draft training materials for review
June 10 <sup>th</sup>	Delivering final training materials
June 13 <sup>th</sup>	Second virtual Training
July – August	Engagement with companies through tasks and preparation for GOGSFE
<b>Training 3 In-person 1x8h (October)</b>	
August 14 <sup>th</sup> – 28 <sup>th</sup>	Preparation of 3 <sup>rd</sup> workshop materials, follow-up on tasks shared with companies
September 10 <sup>th</sup>	Share draft materials for training.
September 14 <sup>th</sup>	Delivering final training materials
Early – Mid October	Third training at GOGSFE 2024 (in Nairobi, Kenya) including mock pitching in preparation for Matchmaking session
<b>Training 4 Virtual 1x4h (November)</b>	
November 1 <sup>st</sup>	Post GOGSFE pulse check
By 11 <sup>th</sup> November	Share draft materials for cohort wrap-up
By November 18 <sup>th</sup>	Deliver final training
November 2024 – January 2025	Delivery of full materials, programme impact survey & survey analysis

<sup>3</sup> Subject to change based on Consultant's proposed methodology



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## Support from GOGLA

Support and inputs to be provided by GOGLA in the development of the training include:

- Guidance on the development of the training and the materials.
- Connection and introductions to the participating companies.
- Access to relevant GOGLA material and information.

## Intellectual property

GOGLA and GET.invest, its donor, will make the materials available for sharing via its channels, giving due recognition to the author(s) of the materials, adding basic branding to the various documents and materials as applicable. The consultant will be expected to ensure that the materials prepared are free of any intellectual property rights or grant a GOGLA and funders a free licence (for at least three years) to publish them at no cost.

## Contracting, Remuneration and Expenses

If applicable, GOGLA shall pay the consultancy fee to the consultant as agreed between both the parties by contract agreement. All travel and local expenses are to be included and specified in the contract agreement. Please note that GOGLA's guidelines for travel approve of economy flight fares and mid-range business hotels for accommodation.

## Qualifications and Experience

We are looking for an expert/consultant with experience in working on technical assistance with SMEs in the off-grid solar sector, preferably with local African owned companies in particular and with previous experience on capacity building.

The expert should have:

- Advanced knowledge and experience on fundraising; investor readiness; business/financial modelling concepts, terminology, and strategies.
- Good knowledge of the current challenges African-owned off-grid solar companies are facing when it comes to access to finance and best practices for these companies' business models to enhance fundraising.
- Proven record of conducting training and capacity building workshop sessions.
- Good communication skills (in writing and verbally).
- Advanced facilitation and training skills.
- Experience in producing high-quality written content and reports.
- Knowledge of the English language. French skills are also highly regarded.

## Evaluation

The criteria which shall serve as basis for evaluating offers will be:

Technical Qualification weight: 40%

Local Company/SME knowledge weight: 20%

Financial Proposal: 40%



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## Submission of Application

Submission of package:

- Personal CV, indicating all experience from similar projects, as well as the contact details (email and telephone number) of the expert.
- Brief description of why the individual considers him/herself as the most suitable for the assignment.
- Technical proposal / methodology on how they will approach and complete the assignment including a comprehensive timeline to deliver training curriculum (1 page per training)
- Financial proposal with a clear break down of costs (up to EUR 40,000).

Late or incomplete applications will not be considered. Any questions regarding this Terms of Reference should be addressed to **Linda Yunia (l.yunia@gogla.org)** prior to the deadline on **March 11<sup>th</sup>, 2024**.