



*Justice,
Compassion
Love*



Dans le cadre du Projet de Sécurité Alimentaire appelé « **FIOVANA** », financé par l'USAID, mis en œuvre dans les régions Atsimo Atsinanana et Vatovavy Fitovinany.

ADRA MADAGASCAR cherche :

➤ 01 Cabinet de consultant en « Impact Investment »

Les Termes de références y afférents sont disponibles auprès du bureau d'**ADRA PROJET FIOVANA** et sur notre site web www.adra.mg/Job

CONDITIONS DE SOUMISSION DE CANDIDATURE :

Les documents à fournir par les candidats devront comprendre au moins :

1. Une offre technique et une offre financière
2. Une lettre de motivation
3. Toutes les pièces justificatives des informations contenues dans le CV doivent être fournies (Copie légalisée des diplômes, des certificats ou attestations de travail ...).

Les dossiers sous plis fermés sont à déposer directement à l'adresse suivante :

« Projet FIOVANA – Consultant en Impact Investment »

ADRA Projet FIOVANA – Lot 1 G 37 Bis Tanjondava Maroalakely – MANAKARA

ou encore

« Projet FIOVANA – Consultant en Impact Investment »

**Bureau RESSOURCES HUMAINES ADRA MADAGASCAR – En Face EPP Ambatomaro
BP 8218 101
– ANTANANARIVO –**

Date limite de dépôt dossier :

Mercredi 23 Septembre 2020 à 17h00

ADRA Madagascar

Impact Investment Consultant Terms of Reference

Brackground information

ADRA is implementing FIOVANA, a five-year USAID development food assistance program in the Vatovavy-Fitovinany and Atsimo Atsinanana regions for the purpose of helping the target population achieve sustainable improvement in their food and nutrition security. To achieve this goal, market engagement in the agricultural sector plays a critical role, and in this case the project's "Impact Investment Fund" (IIF) activity is intended to address shortcomings in the regional markets that create barriers to the access of the goods and services which our beneficiaries need to improve their livelihoods.

To this end, FIOVANA will establish an Impact Investment Fund (IIF) that will provide grants to Micro and Small Micro Enterprises (MSMEs) located in Madagascar. The fund will ensure that, after capacity building and asset provision is complete, beneficiaries are able to more easily sell their products, access inputs which can help improve productivity of their income generation activities (IGAs).

Contract Activities

- The selected consultant will be responsible for:

Activity 1. Development of documented standard procedures for the fund.

Activity Description

The required procedures include but are not limited to:

- MSME selection and evaluation criteria:
 - Are they small enough for the IIF to "influence" or "nudge"
 - Are they in a relevant sector (according to the Economic Analysis)
- Due diligence (procedures for verifying applicants, eg do they operate in the area they claim, for how long, are people in the service area aware of the applicant and the services they applicant claims to provide, etc).
- Business plan template for those businesses that do not have their own business plan formats, including forecast of proposed investment return
- MSME funding application/request
- Framework for a board for the co-approval of applicant businesses¹.
- Monitoring visits: scope and forms to be used.

Close-out process: financial and technical analysis forms at the end of the period.

Activity Methodology

- The activity requires a consultative process including periodic meetings with the IIF Committee consisting of a minimum of the following staff:
 - FIOVANA IIF Manager
 - FIOVANA CoP
 - ADRA HQ Senior Agriculture and Economic Development Advisor, HQ Senior Manager and HQ Senior Program Finance Manager
 - ADRA Madagascar Finance Director and Country Director
 - Possibly additional members if deemed necessary.
- A first draft will be presented to the committee within 45 days of the start of the contract.
- Biweekly meetings will be conducted with the committee to inform on the progress of the activity.
- Comments from the committee will be incorporated to the document and a second draft will be submitted to the committee.
- A final version will incorporate the changes approved by the committee and will be submitted for acceptance to the committee. This acceptance is the clearance for this deliverable.

Activity 2. Training of the IIF Manager and business investment officers

Activity Description:

IIF Manager and business investment officers will be trained by the consultant on the following aspects:

- The use of the SOPs developed in Activity 1.
 - Principles of “investing for sustainability” (the concept that what is the “right thing to do” is not always the financially sustainable thing to do – How to target businesses that have high potential for financial sustainability but also high potential for positively impacting the target population
 - Principles of providing just enough investment to incentivize MSMEs to invest their own assets/capital (a maximum of 50%, and the MSME’s co-investment would have to be in the form of their own assets, counting of pre-existing assets, such as a pre-existing computer, is not relevant, the value of assets such as building materials would be relevant).
 - Business planning - what is needed for a business to continue with an investment after a contract has concluded (i.e. continued profit for the business)
 - How to proactively identify businesses that are directly related to the value chains identified in the Economic Analysis on an ongoing basis² through the 4th (of 5) year of the project.
 - Addressing Market weaknesses through strategic investments in local and regional MSMEs
 - How to properly receive, organize, and evaluate applications in an office environment.
 - Fund and staff performance expectations and how the fund will be monitored (in terms of financial auditing, staff performance evaluation, fund performance, and fund adherence/compliance).
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Activity Methodology

Trainings shall:

- Be a minimum of two training periods, the first being four, eight hours days, the second based on the progress of the team and team experiences two, eight hour days. If more are needed, the consultant is welcome to make the recommendation accordingly and/or ADRA will require them then.
- Include up to 15 staff.
- The details of the format will be done in agreement between the consultant and the contract supervisor. Except, considering the relatively small size a COVID19 sensitive, face to face training is preferred and the general approach needs to be interactive and class and individual review of case studies and feedback is highly encouraged.
- Notes and training materials are to be provided to the participants by the consultant.

Activity 3. Co-Present with IIF Team on the outputs of the contract.

It includes topics like approach of impact investing, the concept of strengthening markets and how the IIF contributes to the overall goal of FIOVANA as well as lessons learned during the design of the procedures. Format will be a 2 hour remote/webinar presentation for ADRA selected attendees (most likely a combination of ADRA HQ and Mg Staff.

Contract Period

Activity 1: Development of materials and documentation – 2 months.

Activity 2 and 3: Training of staff and presentation – 1 month

Total: 3 months

Contract Type:

Fixed Fee based on deliverables

Contract Language

All deliverables must be produced in English, French and Malagasy

Contract Supervisor

This contract will be supervised by the FIOVANA COP, Food Security Technical Coordinator, and the HQ Senior Agriculture and Economic Development Advisor.

Consultant Qualifications:

- Must be a Malagasy Organization
- Demonstrated experience on creating Standard Operating Procedures for a similar activity
- Demonstrated ability to evaluate risk and repayment forecasting for businesses receiving funding
- Experience evaluating Social Return On Investment (sROI) as well as traditional ROI.
- Experience providing training to teams
- Willingness to travel to the field for extended periods of time to Vatovavy-Fitovinany and Atsimo-Atsinanana.