

Terms of Reference

Consultant: Value Chains, Business Models, and Productive Uses of Energy The Energy Change Lab Tanzania

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The Energy Change Lab and the European Committee for Training and Agriculture (CEFA) are recruiting for two positions to be based full-time in Matembwe, Tanzania. CEFA (<https://www.cefaonlus.it/>) is an Italian NGO that has been operating in Tanzania for decades and has recently expanded its efforts in electrification in Njombe. CEFA has supported an extensive hydro-based electrification in the area which is now running as an independent utility.

The Energy Change Lab (the Lab) works with pioneers and change-makers to build an energy system that is sustainable and people-centred. The Lab does this by developing leaders, incubating prototypes¹ for sector change, building evidence, connecting people and sharing ideas.

The two positions will be working closely together to implement activities that are directly and indirectly supporting productive uses of energy. The two positions are as follows:

- 1) Finance manager – managed by CEFA, see separate TOR <link>
- 2) Consultant: Value Chains, business models, and Productive Uses of Energy. This position will be managed by the Energy Change Lab and is detailed in this Terms of Reference.

1. Background on Energy Change Lab

The Energy Change Lab (the Lab) started in Tanzania in 2015 (<https://www.energychangelab.org/>) is jointly initiated by Hivos and the International Institute for Environment and Development (IIED), working with local partners. Under our Energy and Jobs theme, the Lab is continuing a programme to unlock collaboration and innovation by decentralised energy providers and other stakeholders which promote the Productive Uses of Energy (PUE).

The Lab is hiring a full-time Consultant to implement a programme and work with a cross disciplinary Lab team on its delivery. The work is for 6 months, June 2019 – December 2019, with a possibility of extension pending further review.

2. Productive Uses of Energy Work

Providing power for agriculture and small enterprise offers huge potential for poor, rural communities in Tanzania – from increased food production to better local services and job creation. Some solutions are emerging, such as mini-grids providing power for electric milling or solar water pumps sold for irrigating crops. But energy providers and communities still face huge challenges as customers' demand for power does automatically grow when a power line arrives in their village.

¹ Prototyping is an agile approach for developing, testing and improving an idea or intervention at an early stage before you commit a lot of resources to it. Prototypes can be used to inform a full pilot or improve an existing product and service. Prototypes should generate insights on solutions with potential to scale.

Catalysing PUE often requires extra measures to overcome barriers such as a gap in skills, awareness or financial resources.

The main objective of our programme is to enable pioneers in and outside the energy sector to design, test and learn about interventions that promote PUE. We also aim to foster collaboration between decentralised energy providers (mini-grids, standalone systems) with experts on rural development (agriculture, fishing, water, gender, finance and enterprise development). Our programme will work to achieve impacts at two levels:

- The local level, by prototyping interventions to improve energy services.
- The sector level, through a multi-stakeholder process of problem-solving and dialogue which informs the prototypes, and learns from them, to accelerate sector-wide change.

The lab's research has identified three main areas where innovation in Tanzania is needed:

- The design of the core energy service (e.g. business model, tariffs, awareness-raising)
- The support measures needed to boost local demand (e.g. SME development, skills training, customer access to finance)
- The wider enabling environment (e.g. policy, funding, skills, cross-sector linkages)

The consultant will be working closely with a renewable energy mini-grid partner, and non-energy organisations and community members with a role to play in unlocking community-level barriers and generating new approaches for the productive uses of energy.

The consultant will also liaise with a wider group of energy entrepreneurs (e.g. mini-grid providers, water pumps, solar home systems) and stakeholders in a national platform for PUE problem-solving and dialogue.

This Terms of Reference sets out the activities and deliverables under the assignment. Further background on the Lab and the groundwork conducted for the PUE programme is available below. Applicants are encouraged to review these materials to familiarise themselves with our work.

- Energy Change Lab Strategy (April 2017) <https://www.energychangelab.org/assets/2017/03/Strategy-Energy-Change-Lab.pdf>
- PUE research and activities <https://www.energychangelab.org/global-research/> and blogs <https://www.energychangelab.org/news-blogs/>

3. Activities

The Consultant will implement activities in the PUE programme, working closely with lab team members in Tanzania, the UK and the Netherlands. Our expectation is for the Consultant to be based in Matembwe-Ikondo to implement activities on the ground within the identified communities. The work will involve regular travel in Tanzania to prototyping sites in and near Matembwe-Ikondo, and occasion travel to Dar es Salaam to meet with Lab staff.

The Consultant will be required to deliver the following work programme, with detailed activities refined in the inception phase.

Phase 1: Inception (June-July 2019)

The Lab is in the process of finalising partnerships and identifying activities on the ground built on previous research and prototyping work by the lab.

- a) Build relationships with the Lab team and understand the programme work /objectives
- b) Establish and grow relationships within the identified communities and with partner organisations
- c) Work with team and stakeholders to finalise the programme design, including deciding the prototypes and agreeing work/collaborations with participants and partners
- d) Giving input into a programme communications plan

Phase 2: Field-testing and refining (August-November 2019)

The Lab anticipates the prototypes to built off of previous work to ensure a more rapid deployment and implementation.

- a) Co-design prototype: gather data from the partner companies (desk-based, meetings, site visit); provide technical analysis and advice as required; identify new opportunities or approaches; finalise collaboration agreements as necessary
- b) Measure: Develop a light-touch framework to identify measures and indicators which will be used to evaluate the prototypes and their impacts
- c) Test and support: support prototyping through technical advice and/or coaching to participants; regularly check-in on progress with participants/Lab team
- d) Evaluate: Organise and lead learning visit at the programme's mid-way point; gather, document and evaluate feedback (from companies, users); enable cross-learning between prototyping organisations and peers, and make adjustments to the prototype in response to feedback.
- e) Refine: provide on-going support and tracking for remainder of testing period
- f) Communicate: Provide regular updates to the Lab team and inputs to support the Lab's external communications on progress

Phase 3: Evaluation, Learning, and Pathways to Scale (December 2019)

- a) Carry out a light-touch assessment to evaluate prototypes and measure impacts (on business model, users), including site visits and interviews
- b) Work with IIED, Hivos and national lab colleagues to distil programme experience and learnings and turn it into published, practical guidance and recommendations for the sector and key stakeholders, with the ultimate aim to unlock change in the system (government, private sector, CSOs)
- c) Provide inputs to external communications led by the local Communications Officer e.g. stories of change, impact data
- d) Make recommendations to the Energy Change Lab on lessons learned around the process and possible next steps
- e) Co-organise with the lab team a meeting of the national platform/peer group to facilitate learning and draw conclusions
- f) Contribute to design and formulation of new elements of the work also with an eye to new funding proposals

4. Deliverables

The consultant will work closely with the team to finalise and refine deliverables as the programme develops and in accordance with the resources available. The exact deliverables will be defined in June 2019. However, generally they will entail:

5. Management

The consultant will be jointly managed by Sisty Basil, National Energy Change Lab Co-ordinator (Dar es Salaam) and Kevin Johnstone, IIED Researcher (London). The consultant will also be expected to liaise with Laerke Groennebaek, Hivos Project Officer (Amsterdam).

6. Timeframe

The Consultant is expected to be engaged over 6 months, June 2019-December 2019, with a mutual review of the collaboration after 1-2 months of work. The role is full-time- around 20 days per month, and 120 days in the 6-month period. There is a possibility of extension in January 2020, subject to further review. The consultant is expected to be flexible, allocating concentrated time during peaks in activities when needed (eg field visits). We aim to start the contract mid-June 2019.

7. Experience and track record

The role combines management, technical, innovation, collaboration and writing skills. The successful applicant will meet or exceed the following qualifications, experience and skills:

Essential

- Degree in appropriate subject e.g. Agriculture, Economic Development, Development Studies, Energy, etc.
- Excellent understanding and/or experience of value and supply-chains, sustainable business models, and links to rural and community development
- Good understanding of community-level economic development processes
- License to operate a motorcycle and car
- Ability to handle a motorcycle on unpaved roads to reach rural communities
- Track record of providing analysis and advice on rural economic development e.g. value chain analysis, MSME (micro, small and medium sized enterprises) development, enterprise training, microfinance / access to finance for MSMEs
- Experience in project design, management and delivery
- Good cross-sector networks / contacts (e.g. agriculture, finance, enterprise development, gender)
- Experience working with a variety of stakeholders in low-income community and professional contexts (government, private sector, CSOs)
- Experience of collaborative problem-solving and involving diverse perspectives
- An innovation mindset of “failing fast, learning fast”, being comfortable working in agile processes of trial and error, and co-creating solutions.
- Strong interpersonal skills and the ability to work with multi-cultural, multi-disciplinary teams
- Excellent oral and written skills in Kiswahili and English.
- Track record of report writing for clients
- Commitment to maintaining the highest standards of confidentiality at all times.

Desirable

- Knowledge of the energy access sector, particularly off-grid renewable energy
- Experience on promoting 'productive uses of energy' among rural customers
- Experience in developing methodologies or tools for third parties to conducting market analysis and/or cost-benefit analysis for small businesses
- Facilitation of multi-stakeholder events or processes
- Impact assessment expertise
- Coaching or mentoring experience
- Experience working with global teams
- Experience writing published reports

8. How to Apply

We invite interested consultants (individuals, firms) to submit the following application documents:

- CV
- Short proposal outlining how you meet the criteria and particular value added that you/your organisation brings in delivering the programme objectives.
- A financial proposal including a daily rate and any additional costs (do not include a travel budget which is already budgeted for)

Please send your application and any questions to sbasil@energychangelab.org, copying in kevin.johnstone@iied.org. The deadline for applying is Friday, June 14. Short-listed applicants may be invited for a follow-up discussion (call/meeting) to discuss the proposal on or around June 20.