



TERMS OF REFERENCE

for

NABII ZAMBIA 2024-2026 STRATEGIC PLAN DEVELOPMENT

ASSIGNMENT SUMMARY

Title of assignment	NABII Zambia Strategic Plan 2024-2026
Location of assignment	Lusaka
Reports to	Chief Executive Officer
Anticipated start date	March 11, 2024

1. ABOUT NABII ZAMBIA

The National Advisory Board for Impact Investment (NABII) Zambia is a non-profit organization created to accelerate the growth and effectiveness of the impact investment ecosystem in Zambia. We provide an all-inclusive platform to facilitate the deployment of impact finance at a scale sufficient to make meaningful contributions to achieving the Sustainable Development Goals for Zambia focusing on coordination, facilitation, promoting, and catalysing private sector contributions. Our mandate is to mobilize stakeholders and resources to support the creation of a private sector-driven impact economy in Zambia.

NABII is a member of the Global Steering Group for Impact Investment (GSG) which was founded on the belief that investment done well can benefit all people and the planet. The Global Steering Group for Impact Investment (GSG) is an independent organization catalysing impact investment and entrepreneurship to benefit people and the planet. The GSG was established in August 2015 as the successor to and incorporating the work of the Social Impact Investment Taskforce established under the UK's 2013 presidency of the G8.

NABII's mobilisation work focuses on catalysing the five main categories of ecosystem players referred to as the Impact Investment Ecosystem Pillars. The following are the five pillars of the ecosystem:

- **Supply Pillar:** This pillar represents actors that provide funding, directly or indirectly, to impact businesses or ventures. Development Finance Institutions (DFIs) dominate the Impact Capital supply in Zambia. On the other hand, local pension funds, High Net Worth Individuals (HNWIs), and crowdfunding platforms have minimal activities.
- **Demand Pillar:** Represents actors that provide impact solutions and have financing needs to carry out those solutions. Start-ups and early-stage businesses dominate this pillar, while venture-stage or mature companies are few.
- **Intermediary Pillar:** This group of actors facilitates the exchange of impact capital between the Supply Pillar and the Demand Pillar (high-impact enterprises). The above pillar includes commercial banks, venture capital, and private equity firms. However, intermediation models are still underdeveloped.
- **Market Enabler Pillar:** Represents actors that facilitate the impact investment ecosystem without necessarily providing capital. The pillar comprises development consulting and advisory firms, legal practitioners, auditors, and Entrepreneurship Support Organizations (ESOs), including business accelerators and incubation hubs.
- **Policy and Regulation Pillar:** These are actors that catalyse the impact investment ecosystem through policy-making tools. They include government agencies, elected officials, and other organizations seeking to establish standards and regulations.

Within the context of our vision and mission, we focus on the following activities organized into four work streams namely:

- i) **Market development:** Our work on the Supply, Intermediary, and Demand pillars, supported by our work on the Enabler pillar with priority initiatives for scaling the Zambian impact market and activating private investors
- ii) **Communications development:** Our work on raising awareness among existing and potential ecosystem players – in Zambia and abroad supported by our work on creating a compelling impact narrative for ecosystem players
- iii) **Research and knowledge development:** Our work on gathering and analysing data and information to support our advocacy and outreach work

- iv) **Policy development:** Our work to understand the legislative, regulatory, and institutional environment and undertake effective advocacy to promote the development of the impact investment ecosystem

2. OBJECTIVE

The National Advisory Board for Impact Investment Zambia (NABII Zambia) is seeking to procure the services of a qualified consultant to develop the new NABII Zambia Strategic Plan, 2024-2026. The main purpose of the new Strategic Plan is to articulate NABII Zambia's work programs for the next three years with the overarching objective of enhancing the company's efficient and effective implementation of impactful investment initiatives to promote Zambia's 8th National Development Plan sustainable development goals. The new Strategy Plan will build on NABII Zambia Strategic Plan, 2020-2023 performance results, lessons learned, and key country reports including government and development partners' country diagnostic reports and cooperation strategic plans, among others.

3. SCOPE OF WORK

NABII Zambia expects the consultant to conduct a comprehensive analysis and demonstrate an understanding of the needs of the local impact investment ecosystem. Based on this analysis, the consultant should develop the strategic plan and ensure that it aligns with national and global development objectives. The plan should be focused on mobilizing stakeholders and resources to support sustainable development through impact investment in Zambia.

The following constitutes the scope of work for the assignment:

a) International & Country Strategic Context & Prospects Analysis:

- Review and assess recent, current, and near-term prospects of international (i.e. global, Africa, and sub-regional) economic, political-legal, social-cultural, and technological-innovation environments;
- Review and assess recent, current, and near-term prospects of Zambia's economic, political-legal, social-cultural, and technological innovation and environments; and,
- Identify significant international and country challenges/threats and opportunities

b) Impact Investment Ecosystem Strategic Context & Prospects Analysis

- c) Conduct a comprehensive analysis of the recent, current, and near-term prospects of the impact investment sector (i.e. impact capital demand, supply, intermediary, enablers, and policy & advocacy) in Zambia; and, Conduct a comprehensive analysis of NABII Zambia's

internal situation with a focus on evaluating the Company's performance results achieved in implementing the 2020-2022 Strategic Plan

d) Stakeholders Engagement

- Engage with key stakeholders, including government agencies, businesses, Funding Agencies, NGOs/CSOs, academic institutions, and sustainable businesses to gather diverse perspectives

e) Developmental Impact Challenges, Opportunities, Strengths and Threat Analysis:

- Based on the international, country, and impact investment ecosystem strategic context and prospects analyses, identify and assess Zambia's long-standing developmental challenges and opportunities, aligning with the Sustainable Development Goals (SDGs) from the UN 2030 Agenda and Zambia's 8th National Development Plan (8NDP).
- Based on the NABII Zambia internal operating situation context and prospects analysis: (i) Identify and assess the Company's long-standing weaknesses and strengths, aligning with best practices, and; (ii) Identify lessons to be learned from the performance results for incorporation in the Strategic Plan 2024-2026

f) Strategic Objectives and Priority Action Areas:

- Develop medium-term strategic objectives and priority action areas for the NABII Zambia Strategic Plan, 2024-2026.
- Identify the focus areas of NABII's initiatives in relation to the five impact investment ecosystem pillars:
 - Supply Pillar
 - Demand Pillar
 - Intermediary Pillar
 - Market Enabler Pillar
 - Policy Pillar
- For each Priority Action Area clearly state the following:
 - i) Target goals to be achieved;
 - ii) Strategic initiatives, work programs, and instruments to be implemented to achieve target goals;
 - iii) Outputs to be produced, and
 - iv) Outcomes to be achieved.

- g) Alignment with Vision and Mission:
 - Ensure alignment of the Strategic Plan with the vision and mission of NABII Zambia.
- h) Refinement of Strategic Objectives:
 - Further refine strategic objectives for each pillar based on the current needs and emerging trends.
- i) Ensure that the Strategic Plan is informed by the following:
 - The Global Steering Group for Impact Investment (GSG) Handbook for NABs and the Impact Taskforce Reports
 - Earlier mapping of the Zambia Impact Investment Ecosystem
 - Sustainable Development Goals from the UN 2030 Agenda
 - Addis Ababa Action Agenda of the Third International Conference on Financing for Development
 - Agenda 2063: The Africa We Want
 - The 8th National Development Plan
- j) Financing Strategy
 - Explain how the new Strategy Plan will be sustainably financed, including capitalization structure and sources of funds
- k) Risks and Risk Management Strategies
 - Identify the main risks that may be encountered in implementing the new strategic plan and for each risk indicate its nature and likely impact, significance (low or high), the likelihood of occurring (low, medium, high), ownership (i.e.), and remedial strategies if it occurs.

4. TIMELINE

The consultant is expected to complete the exercise and deliver the 2024 – 2026 Strategic Plan within **45 working days** of signing the contract.

5. DELIVERABLES

The consultant is expected to provide

- i) A comprehensive three-year strategic plan document for NABII that includes
- ii) A detailed analysis, refined strategic objectives for each ecosystem pillar, an action plan for NABII Zambia for the period 2024-2026, and the refined NABII Fundraising Strategy to support the execution of the plan.
- iii) Stakeholder engagement report, summarizing input and feedback from consultations

6. PROFILE OF THE SERVICE PROVIDER

- i) Proven expertise in conducting similar assignments, strategic planning skills
- ii) Knowledge of SDGs and National Development Plans
- iii) Research capabilities and innovative thinking
- iv) At least three (3) years of active presence or existence on the Zambian market for consultancy firms
- v) At least 10 years of relevant experience for individual consultants
- vi) Must be familiar with the impact investment ecosystem

7. DOCUMENTATION

The proposals should include

- i) Submission of an expression of interest
- ii) CV for individual consultants or company profile and CVs of key personnel with brief description of the institutional capacity
- iii) Submission of a technical and financial proposal
- iv) Minimum three (3) reference letters from recent clients for similar assignments
- v) Details of relevant previous experience

8. ASSESSMENT CRITERIA FOR CONTRACT AWARDING

Criteria	Weighting
Relevant professional experience and qualifications of the proposed team	20
Track record in relevant areas of expertise sought, including knowledge of UN SDGs, the 8 th NDP, and familiarity with the Zambian impact investment ecosystem	30
Cost	30
Technical proposal and approach to assignment execution	10
Response from references	10
Total	100

9. APPLICATION GUIDELINES

Qualified individuals and interested firms are hereby requested to apply by submitting proposals which should include all documents listed under 7 above. A qualifying expression of interest shall include the following:

- i) Technical proposal: should be as concise as possible and not exceed a total of 10 pages (excluding annexes). Proposals exceeding this limit may be disqualified.
- ii) Financial proposal (please include the expected payment terms)

The single-stage proposal in a zipped folder should be sent **by email** to secretariat@nabii.org.zm by 17:00hrs, March 7th, 2024, under a subject line reading '**Invitation to provide Strategic Planning Consultancy Services**'.

All proposals should be addressed to the client's address below.

National Advisory Board for Impact Investment
1st Floor, ZANACO Business Centre
Cairo Road,
Lusaka