

# TERMS OF REFERENCE

**SEEKING A CONSULTANCY FIRM FOR CONDUCTING  
REENGINEERING OF PROCESSES, POLICIES AND PROCEDURES  
MANUALS FOR THE AFRICAN GUARANTEE FUND (AGF)**

## 1. INTRODUCTION

### Organization Background

The African Guarantee Fund for Small and Medium Enterprises (AGF) was set up to significantly increase the access of African Small and Medium Sized Enterprises (SMEs) to finance from the financial sector. Our key mandate is to assist financial institutions increase their financing to African SMEs through the provision of partial financial guarantees and capacity development assistance.

### AGF's vision and mission

In pursuit of our corporate objectives, AGF is guided by its vision and mission and which will enable us to achieve our objectives.

### Vision

To be the leading non-bank financial institution which meets Africa's financing provider's needs, effectively serving SMEs, maintaining our uncompromised principal as the company grows.

In pursuit of the vision above; AGF aspires:

1. To be more resource efficient;
2. To build strong partnerships between financial institutions and AGF;
3. To reduce the inability of SMEs/SMIs to provide acceptable guarantees;
4. To encourage and support the banks and other financial institutions in the financing of SMEs/SMIs by sharing the risk involved; and
5. To support capacity development of our partners by seeking to build their existing knowledge and capacity.

## 2. OBJECTIVES

1. To review current processes policies and procedures manuals;
2. To ensure streamlining of processes with policies and procedures manuals as per best practice; and
3. Knowledge of the processes and manuals across the organization.

AGF is seeking the services of a consultancy firm to provide **reengineering of processes, policies and procedures manuals**.

The standard language for undertaking the project is **English and French**.

## 3. SCOPE

1. Reengineering of processes, policies and procedures manuals at the Group level i.e. AGF (Nairobi, Kenya) and its subsidiary GARI Fund (Lomé, Togo); and
2. The assigned individual to take up the role of a project management officer at AGF
3. The specific Terms of Reference (TORs) for the consultancy are as follows:
  - i) Establish and document all the "As is" processes at the AGF Group level with the assistance of various process owners and other relevant stakeholders
  - ii) Analyse the "As is" processes of AGF on the basis of its mandate and strategic context and determine gaps in terms of suitability, best practice, efficiency and effectiveness, and other relevant factors

- iii) In consultation with relevant stakeholders in AGF, and based on appropriate benchmarking, efficiency considerations, and other acceptable basis, establish a portfolio of “To be/Should be” processes for the Bank and provide specific justification for the proposed processes, as well as simulations of how the processes would work in practice
- iv) Undertake/facilitate the relevant training of members of staff on any aspect of the exercise e.g. process documentation or process analysis
- v) Design and implement an appropriate Change Management strategy that would run parallel to the BPR exercise enabling smooth implementation of the intervention

#### **4. DURATION**

The duration of the entire assignment is expected to utilize a period of six months.

#### **5. SUPERVISION**

The assignment will be supervised by the Chief Internal Controller.

#### **6. DELIVERABLES**

- a) AS-IS Process Analysis
- b) Documented TO-Be process maps;
- c) Documented policies and procedures manuals;
- d) Training materials for adoption of the process maps and the manuals.
- e) Transformation Plan

#### **7. REPORTING**

Progress reporting should be regular and conducted every two weeks to the supervisor of the project.

Draft report should be submitted three weeks prior to the project’s completion date.

Following an exhaustive discussion and agreement between the consultant and AGF, the final report should be submitted before or on the completion date.

#### **8. QUALIFICATION REQUIREMENTS**

The consultant must have significant and proven experience on similar assignments in Africa.

#### **9. PROPOSAL**

The consultant will provide a proposal to undertake the assignment requested; accomplishing the objective.

The proposal should outline the following:

1. Firm’s relevant experience sheet;
2. Methodology;
3. CVs of the team involved;
4. Expected deliverables;
5. Timelines for completion; and

6. Fees charged (inclusive of all expenses).

The financial proposal should be denominated in United States Dollars.

**10. PAYMENT**

Payment will be based on successful delivery of the assignment and will be paid 100% following provision of an invoice by the consultant.

The payment will be effected 30 days from date of receipt of invoice.

**11. CONFIDENTIALITY**

AGF will require the consultant to maintain high confidentiality of the information provided. The consultant is not authorized to share any information pertaining to the assignment.

Detailed hard copy proposals should be submitted to:

The African Guarantee Fund  
7th Floor, Mayfair Centre, Ralph Bunche Road  
P.O. Box 57795-00200  
Nairobi, Kenya.

Soft copies should be sent via email to  
**info@africanguaranteefund.com**

Submission deadlines is **17<sup>th</sup> February 2017**