



REQUEST FOR PROPOSALS

**Resource Mobilization Training, Develop Resource
Mobilization Strategy and Draft Sustainable Business Models**

RFP No: KCIC/2026/204

Client: Kenya Climate Innovation Center

Issued on: 4th March 2026

Terms of Reference (ToR)



Resource Mobilization Training, Develop Resource Mobilization Strategy and Draft Sustainable Business Models

1. Background

The Kenya Climate Innovation Center (KCIC), with funding from the Mott Foundation, is implementing the Distributed Renewable Energy Ecosystem Model (DREEM) Coordination Project. The project's goal is to foster a shared vision, promote shared learning, and ultimately ensure sustainability of the DREEM Hubs and beyond the project's lifespan in Kenya, Uganda, and Tanzania. To achieve this, the project is being implemented in close partnership with the DREEM Hubs implementing partners testing innovations in different value chains: KCIC in Kenya- horticulture & dairy, Heifer International Uganda- dairy, and WWF Tanzania- Fisheries (Dagaa). Hubs are envisioned to be long standing centers of excellence for stimulating adoption of productive use of solar energy (PUSE) technologies through a harmonized interplay of 'hub and spoke partners' to address the many barriers and risks of adopting PUSE technologies in the agricultural sector value chains.

The specific objectives of the project include:

- Promote uptake of agri-solar technologies in horticultural, fisheries and dairy value chains.
- Coordinate shared learnings through networking forums among DREEM Hubs.
- Ensure Sustainability of the hubs through partnership and resource mobilization.

The recurring theme across the DREEM Hubs program implementation is the need for sustainability to ensure scaling of PUSE adoption to additional value chains in the agriculture sectors. Additionally, the multi-stakeholder partnership approach demands continuous mapping of potential partnerships to complement existing sector support areas.

Implementation of DREEM Hub projects across the three countries are managed through a DREEM coordination component which is managed by KCIC. This coordination component seeks to synergize implementation and sustainability efforts of the hubs in Kenya, Uganda and Tanzania. This goal is achieved through capacity building of staff members involved in implementation of DREEM hub projects, joint awareness creation campaigns, peer learning and exchange visits, joint resource mobilization efforts and creation and dissemination of sector knowledge products.

2. About DREEM HUB Kenya

Launched in June 2024, the Distributed Renewable Energy Ecosystem Model (DREEM) Hub is a flagship initiative by the Kenya Climate Innovation Center (KCIC), supported by the Mott Foundation. The DREEM Hub is a multi-stakeholder initiative designed to reduce Green House Gas (GHG) emissions that cause climate change by enhancing the adoption of solar energy into Key agricultural value chains in last-mile communities while enabling community livelihood transformation through youths and women Agri solar entrepreneurship



development, skill development, deploying innovative financing solutions, enhancing market access opportunities and research. Phase 1 focused on four counties (Kitui, Makueni, Isiolo and Laikipia) while building foundational systems for financing, enterprise support, capacity development, and market access opportunities.

The DREEM Hub program employs a hub and spoke model approach- 8 specialized spoke partners engaged across finance, skills development, enterprise support & development, community livelihood impact, and research & knowledge management with KCIC as the central coordinating unit(hub):

- Farmer Groups Reached: 20 dairy & horticulture cooperatives/groups in Kitui, Makueni, Laikipia, and Isiolo.
- Funding Mobilized: USD 460,000 concessional loan facility activated to support solar uptake.
- Initiated partnerships with REREC and CLASP for the establishment of Agri solar demonstration farm in Kitui and Solio counties.

The long-term goal of the DREEM hub Kenya is to establish a well-governed and independent distributed renewable energy ecosystem hub organization to coordinate and provide long-term support for underserved agri-solar entrepreneurs within Kenya's PUSE sector

3. About DREEM Hub Tanzania

The Distributed Renewable Energy Ecosystem (DREEM) Hub Tanzania, coordinated by WWF Tanzania serves as an innovative hub with a sustainable ecosystem of spoke partners that offer a replicable model for addressing climate change impacts by scaling and replicating the PUSE solutions across the agricultural value chains in Tanzania. The innovative decentralized renewable energy solution models will be co-designed by stakeholders according to the identified needs of the specific value chain and adopted for future implementation to enhance productivity and business growth and sustainability. The DREEM Hub's initial focus is catalyzing the uptake of PUSE technologies in the Mafia Island-Dagaa value chain in partnership with WorldFish.

- Catalyze the use of solar dryers and lighting in the Dagaa value chain in Mafia Island and.
- Testing innovative use of PV solar boiling and drying technologies for Dagaa processing.
- Develop the capacity of entrepreneurs, aggregators, and communities to engage in the PULSE technology sector.
- Scale lessons from the Dagaa value chain pilot with public and private sector stakeholders to create long-term enabling conditions needed for widespread adoption of PULSE solutions in other agricultural value chains in Tanzania.

To ensure long-term sustainability of the Hub, the design and planning process has identified opportunities and developed plans that address two components: monitoring, evaluation, and learning (MEL) and funding leverage. The Hub is working in close collaboration with strategic partners in the value chains including local government, community, producers,



aggregators and consumers to ensure the linkages and adoption of innovative solutions. The hub has examined and recommended opportunities for leveraging public, private, and community resources to create complementary initiatives that can provide additional co-financing.

4. About DREEM Hub Uganda

The Distributed Renewable Energy Ecosystem Model (DREEM) Hub Uganda project is a three-year multistakeholder initiative (2024-2026) aimed at mobilizing a diverse network of partners to deliver a skilled workforce, entrepreneurship development services, sustainable Productive Use of Solar Energy (PUSE) financing, and ecosystem coordination and support services in Uganda.

- Greening of the dairy value chain, in the Nakaseke District, by demonstrating the use of solar energy in production, processing, and distribution of dairy products.
- Fostering sustainable incomes, providing access to safe water, and strengthening resilience to climate change impacts.
- Provide training, business support services, and address barriers to expanding access to PUSE through provision of affordable financing solutions, and business and technical advisory service

The DREEM Hub Uganda project seeks to strengthen the PUSE ecosystem by stimulating access to productive use of solar energy services in agricultural value chains to reduce greenhouse gas emissions. This will strengthen the resilience of smallholder farmers and other value chain actors to impact climate change and shocks, and result in the farmers realizing a sustainable living income.

The impact demonstrated by this project will be used to prove the viability of solar-powered agri-business models to farmers, cooperatives, solar technology providers, financiers, and the government.

5. Transition of DREEM Hub projects into independent hubs

The DREEM Hub project is built on a foundation, through its objectives, to establish a well-governed and independent distributed renewable energy ecosystem hub arrangement to coordinate and provide long-term support for underserved entrepreneurs within the sector. To support this goal, the implementing partners are tasked with transitioning the DREEM Hub projects in the three countries into independent hubs hosted by reputable organizations with operations in respective countries. In Kenya, this independent hub will be hosted by Kenya National Farmers Federation (KENAFF). Identification of host institutions in Uganda and Tanzania is presently underway. These independent hubs will build on the momentum created by DREEM hub projects to reinforce sustainability by continuing to implement activities which promote uptake of agri-solar solutions in dairy and horticultural value chains. The groundwork to anchor the transition will be laid during projects implementation with the eventual transition scheduled to happen between 2026 and 2027. After transition, the implementing partners will oversight and support the independent hubs for six months before the final hand-over.



6. Objectives

The Objectives of this consultancy are as follows.

- a) To build capacity of staff members involved in implementation of DREEM Hub projects in Kenya, Uganda and Tanzania on partnership, resource mobilization and proposal development.
- b) To undertake consultations with partners and stakeholders and develop a sustainable business model for each of the three hubs. In developing these models, the consultant will be guided by niche opportunities, geography, policy and regulatory environment, key partners amongst other considerations.
- c) To develop a regional resource mobilization strategy and action plan for the three independent DREEM hubs in Kenya, Uganda and Tanzania. These independent hubs are envisioned to outlive the on-going DREEM hub projects.

7. Scope of Work

A. Capacity building staff members on resource mobilization & proposal writing

a. Understanding Resource Mobilization

- o Provide insights into the process of identifying funding opportunities – existing gaps, solutions, eligibility criteria, aligning with donors' interests, funding cycles, project durations etc.
- o Demonstrate need for aligning proposals to donors' goals and mission and strategic interests.
- o Provide a spotlight on effective donor relation techniques including coordination, communication and reporting.
- o Understanding and leveraging opportunities and roles of innovative tools in identifying and writing winning Grants proposal and Business models/plans.

b. Proposal Development

- o Develop the resource mobilization training program with relevant modules and delivery structure, ensuring that the specific objectives of the consultancy are met. This training is envisaged to be delivered in a one-day workshop setting. Subject to confirmation, this training will be held in Uganda.
- o Identify funding opportunities for DREEM, PUSE and Renewable energy projects including mapping of potential donors.
- o Prepare and deliver practical sessions on proposal writing life cycle – ideation, identification of feasible projects, drafting and submission of competitive funding proposals.



- Analyze and provide recommendations on how DREEM Hubs can craft winnable funding proposals through leveraging on MEAL insights, lessons, challenges and knowledge products to support scaling of their programs across different value chains.
- Identify support areas for pivoting donors to build and maintain strong partnerships.

B. Development of a resource mobilization strategy and action plan

- Conduct detailed situational analysis of the clean energy resource mobilization landscape in East Africa, with a focus on renewable energy, productive use of solar energy (PUSE), and community-based projects.
- Develop a comprehensive and actionable resource mobilization strategy with well-defined flagship initiatives with robust stakeholder mapping that aligns with each DREEM Hub's goals, mission, and long-term sustainability objectives. The strategy should clearly outline proposed resource mobilization approaches and sources; potential donors, investors and partners; communication & branding plan, implementation plan, MEL plan, risks and mitigation, sample concept notes templates; value proposition packages with targeted investment cases, co-financing models, amongst other essential components.

C. Development of a sustainable business model

- Audit and advise on the regulatory requirements of transitioning the on-going DREEM hub projects into independent hubs hosted by selected host organizations.
- Detailed analysis of niche opportunities, geographical context, policy and regulatory landscape and key strategic partners.
- Assess market opportunities, customer segments, competitive landscapes, value propositions, key activities, key partnerships, resources required and projected cost structures using such tools as lean canvas model, value proposition canvas, SWOT, PESTEL etc.
- Identify potential revenue streams and funding mechanisms – grants, fees, impact investments, concessional debt etc.
- Propose governance and operational structures that are congruent with the host institutions' policies and procedures.
- Develop three sustainable business models – 1 for each hub - to guide future operations and resource mobilization. The business models should be feasible and viable.
- Ensure the proposed business models will entrench continuity and further scaling of initiatives by on-going DREEM hub projects.

8. Expected Key Outputs



- Strengthened technical capacity of DREEM Hubs in partnership development and resource mobilization
- Strategic and aligned resource mobilization strategy and action plan
- DREEM Hub Business models for institutional sustainability.

9. Expected Deliverables

S/N	Deliverable	Milestone date (relative to contract signing)
1.	Inception report with detailed work-plan	1 week
2.	Training modules for resource mobilization & proposal development with sample templates for concept notes and proposals	3 weeks
3.	Capacity building training on resource mobilization & proposal development	4 weeks
4.	Training report	5 weeks
5.	Resource mobilization strategy	8 weeks
6.	3 sustainable business models	11 weeks
7.	Final report	12 weeks

10. Duration

The assignment is expected to be implemented over a period of 3 months to allow adequate time for stakeholders' consultations, review of deliverables and integration of feedback. However, the consultant will work on intermittent basis with specific working days scheduled as per consultancy deliverables and DREEM Hub project timelines. The consultancy will be remunerated based on the level of effort – the man/days committed – and not the implementation duration of the consultancy assignment. In this regard, a total of 30 man/days have been allocated.

11. Eligibility

The assignment is open to both individual consultants and consulting firms.

A. Individual consultants should meet following requirements.

- Be a holder of a master's degree in Sustainable/Climate Finance, Finance/Investment Management, Business Administration or any related field.
- Demonstratable strong track record of developing resource mobilization strategies, proposal writing and business modelling.
- Demonstrated ability to facilitate proposal writing trainings/ boot camps to diverse audiences



- Be legally eligible to work in Kenya, Uganda and Tanzania.

B. Consulting firms should meet following requirements.

- Legal registration in the country of domicile and authorization to provide consulting services. Additionally provide certificate of incorporation, valid tax compliance certificate, business permit where applicable and any relevant copies of professional registration and or accreditation.
- Be able to demonstrate institutional experience in similar assignments – organizations, contract durations and key achievements.
- Provide profiles of key experts – with qualifications and certifications- who will undertake the assignment.

12. Application deadline and Submission Details

The submission for both technical and financial proposals on two different zip folders should be submitted to this official email: procurement@kenyacic.org by **5:00pm on Tuesday 17th March 2026** quoting fees as well as reimbursable costs and VAT in Kenya.

Any proposal received after the deadline will not be opened, and no amendments to the technical or financial proposals will be accepted after the deadline. Proposals submitted in contrast to the instructions given above will not be accepted by the KCIC.

All inquiries relating to the TOR shall be communicated in written form to the above-mentioned email address.

Evaluation criteria

- a) Technical expertise and methodology – 50%
- b) Relevant experience – 20%
- c) Financial proposal – 30%

The proposal should include:

- **Technical Proposal (maximum 15 pages):** Approach, methodology, implementation plan, Examples of similar tasks, team resumes/CV
- **Financial proposal** with costs clearly disaggregated professional and non-professional costs.

