

## Terms of Reference

### Consultancy to support Siemens Stiftung in providing Enterprise Strategy & Financial Modelling Support (Uganda)

#### Background

Siemens Stiftung is implementing an **e-mobility catalyser targeting 8-10 early-stage companies operating across the e-mobility value chain in Kenya and Uganda**. The programme supports enterprises 1-3 years in operations by offering opportunities to strengthen their strategic clarity, operating model robustness, and financial planning capabilities to improve investment readiness and operational scalability. The programme combines in-person strategy workshops with structured 1:1 advisory support over a 12-week period. Participating enterprises will develop a coherent Strategic Brief that integrates: 1) Clear strategic priorities and roadmap 2) A realistic and growth-oriented/scalable operating model 3) A 12-month financial model aligned with strategy 4) A compelling investment case. Siemens Stiftung is seeking a **Consultant – Enterprise Strategy & Financial Modelling for the Uganda cohort to provide hands-on advisory support to participating enterprises**.

#### Scope of Assignment

The objective of this consultancy is to **support 4-5 early-stage enterprises from the e-mobility value chain in Uganda** in developing a coherent, realistic, and implementation-oriented Strategic Brief. The consultant is expected to strengthen the operating model, financial modelling (12-month projections), and strategic integration and investment logic. The assignment consists of preparatory work, on-site engagement, and sustained 1:1 advisory support. The Consultant shall perform the following tasks:

##### Preparatory Phase – Review and Contextual Adaptation

Prior to programme implementation, the consultant shall:

- Review the provided curriculum, tools, and templates related to strategy development, operating model design, and financial modelling.
- Propose targeted adjustments to ensure relevance to the Ugandan market and the realities of early-stage enterprises.
- Align financial modelling tools with local cost structures, revenue models, and sector-specific considerations where applicable.
- Coordinate with the programme lead to clarify roles, sequencing, and expectations.

This task does not require a full redesign of materials but a contextual adaptation and technical refinement.

##### On-Site Strategy Sprint Support (2 days) in Nairobi, Kenya

During the Strategy Sprint, the consultant shall:

- Provide technical support to participating enterprises during strategy exercises.
- Ensure that strategic discussions adequately reflect operational feasibility and financial implications.
- Identify structural gaps in operating models and financial assumptions.
- Facilitate selected sessions if agreed in advance.

The Consultant shall ensure that enterprises leave the sprint with clearly identified areas requiring further development in their operating and financial models.

##### Individual Enterprise Advisory Support (10 Weeks)

The Consultant shall provide structured, bi-weekly 1:1 advisory support to each participating enterprise over a period of approximately 10 weeks. Advisory support shall focus on the following technical areas:

a) The Consultant shall support each enterprise in structuring their **Operating Model**:

- Define and document its operating model.
- Clarify service delivery processes and core operational workflows.
- Identify operational bottlenecks and scalability constraints.
- Align organisational structure, processes, systems, and infrastructure requirements.
- Ensure consistency between operating assumptions and business strategy.

Each enterprise shall develop a documented operating model by the end of this component.

b) The Consultant shall support each enterprise to develop a realistic, strategy-aligned **12-month financial model**, including:

- Identification of key cost drivers.
- Clarification of CAPEX and OPEX structure.
- Unit economics analysis (as relevant to the business model).
- Revenue modelling based on strategic priorities.
- Development of 12-month financial projections.
- Basic cash flow overview.
- Alignment between operational assumptions and financial projections.

The financial model shall be decision-oriented, while remaining proportionate to early-stage company needs.

c) Towards the end of the 10 weeks, the consultant shall bring together the different aspects to integrate them into the **Strategy and Investment Logic**:

- Review the coherence between strategy, operating model, and financial projections.
- Identify inconsistencies, unrealistic assumptions, or structural weaknesses.
- Strengthen the financial and operational logic underpinning the enterprise's investment case.
- Provide structured feedback on related financial and operational viability.

## Expected Outcomes

By the end of the program, **participants shall demonstrate a strategic brief** showing their strategic priorities and roadmap, a realistic and growth-oriented/scalable operating model, a 12-month financial model aligned with their strategy, and a compelling investment case.

## Deliverables

The consultant is expected to provide...:

- ...feedback on operating model and financial modelling curriculum and tools to contextualize it to the Ugandan market
- ...structured 1:1 advisory support to 4–5 enterprises over 10 weeks
- ...technical input during on-site workshops (approx. 2 days total),
- ...a final short consultancy report (5–8 pages) summarizing the work conducted, key gaps and improvements on enterprise-level, and recommendations for future programmes. No regular progress reports are required. The consultant shall coordinate 2-3 check-in meetings with Siemens Stiftung during 1:1 advisory engagement.

## Profile

The consultant (individual or firm) should demonstrate:

- Minimum 7 years of experience in SME advisory, venture building, or enterprise development
- Strong practical experience in financial modelling for early-stage companies
- Demonstrated ability to design or assess operating models
- Experience supporting investment readiness
- Understanding of early-stage “missing middle” enterprises
- Good knowledge of Uganda market; good knowledge of e-mobility or energy sector preferred
- Strong facilitation and advisory skills in English

## Duration & Level of Effort

The total duration will be **approx.12 weeks** (preparatory phase included) with an estimated Level of Effort of **approx. 12–18 consultancy days**. The exact number of days depends on the final number of companies selected for the program.

## Application Process

Please send your **full application in PDF format maximum of 10 pages** (CVs and supporting documents excluded) outlining approach and understanding of the assignment, a financial proposal (daily rate and estimated total cost; travel, accommodation, and necessary equipment costs will be reimbursed), relevant CV(s) of proposed consultant(s), and 2–3 relevant references to [sebastian.gruss@siemens-stiftung.org](mailto:sebastian.gruss@siemens-stiftung.org). Questions on the assignment can be sent until 27th February 2026.

**Deadline for submission: 4th March 2026 11:59 PM EAT**