

TERMS OF REFERENCE

PART 2: Advocacy Coaching on Policy for ESOs, BMOs, and County Governments in Kisumu, Uasin Gishu and Nakuru Counties

1. Introduction and background

1.1. Strengthening entrepreneurial ecosystems for more resilient economies.

The rate of job creation in Africa is not keeping pace with demographic growth. According to World Bank forecasts, Africa's working-age population is set to increase by 450 million by 2035, while the continent's economies are expected to produce just 100 million new jobs. While the entrepreneurial spirit is omnipresent in Africa today - one African in 5 sets up his or her own business - the continent's young businesses and entrepreneurs encounter a number of obstacles in their entrepreneurial adventure, all of which hinder the development of their project and the creation of jobs: financing, support, cultural or social barriers, particularly for women, regulations and public policies that are more or less favourable to business creation, etc. It is against this backdrop that the EU has launched the TEI IYBA Team Europe Initiative Investing in Young Businesses in Africa to support start-ups and young entrepreneurs to launch and develop sustainable, inclusive, and job-creating activities. The Supporting Entrepreneurship Ecosystem Development (SEED) program aims to foster the growth and success of businesses and entrepreneurs, particularly those in the very early (pre-seed) and early (seed) stages of development. SEED beneficiaries primarily consist of young entrepreneurs aged 18-35 and women entrepreneurs. To enhance the support provided to SEED beneficiaries, there is a need to strengthen the capacity Enterprise Support Organizations (ESOs¹) and Business Associations (BAs²) through the creation of an advocacy manual and delivery of support programs. This will enable these advocacy groups to effectively execute their advocacy roles on policy issues affecting SEED beneficiaries.

1.2. About SNV-Netherlands Development Organisation

About SNV: SNV is a global development partner driven by a vision of a better world: a world where across every society, all people live with dignity and have equal opportunities to thrive sustainably. SNV aims to make this a reality through its mission to strengthen capacities and catalyse partnerships in the 20+ countries its staff are rooted in. By doing so, all SNV works towards systems transformation, and builds capacities for a long-lasting impact beyond project finalisation. Inspired by the transformational principles and objectives set out by the Sustainable Development Goals (SDGs), and SNV is committed to building resilient agri-food systems that deliver food security and adequate nutrition; increasing the reliability and availability of water and sanitation at an acceptable quantity and quality; improving access to affordable and sustainable energy for all. In doing so, SNV aims to strengthen institutions, markets, and effective governance within these spheres, reducing gender inequalities and barriers to social inclusion and enabling adaptation and mitigation to the climate and biodiversity crisis.

1.3. Background to TEI IYBA-SEED Project

"IYBA-SEED" is part of the third Building Block of the Team Europe Initiative "Investing in Young Businesses in Africa", supporting the ecosystem, with a special emphasis on women and young people.

The implementation of IYBA-SEED mobilises five Member State Organisations (MSOs) in collaboration with the European Commission (DG INTPA). The consortium of MSOs is composed of Expertise France (France) as lead, Enabel (Belgium), GIZ (Germany), SAIDC (Slovakia) and SNV (The Netherlands). IYBA-SEED is a

multi-country project, which will be implemented in Benin, Kenya, Senegal, South Africa, and Togo over the course of four years.

IYBA SEED in Kenya: In Kenya, GIZ has the role of Country Lead and is accompanied by SNV and SAIDC as Deputy Country Lead in facilitating the implementation of the program. Together, these organizations collaborate closely to foster the growth and sustainability of women and youth-led businesses in Kenya, leveraging their respective expertise and networks to maximize impact in promising sectors such as the green and circular economy, agriculture, blue economy, digital, infrastructure development, financial services, and manufacturing sector etc.

IYBA-SEED Targets: Players in the entrepreneurial ecosystems of the partner countries: support structures, funding players, institutional partners, public agencies, innovation clusters, incubators and accelerators, academic networks, foundations, civil society players, etc. Young people and women are the indirect beneficiaries of the project.

The primary participants of the project are referred to as “SEED beneficiaries” are defined as below:

- 1) as businesses and entrepreneurs in the very early (i.e. pre-seed) and early (i.e. seed) stages of business development,
- 2) led by young entrepreneurs (18-35 years old) and
- 3) women entrepreneurs.

The **overall objective of IYBA-SEED** is to contribute to creating decent jobs for women and youth and resilient economies by strengthening entrepreneurial ecosystems in several sub-Saharan countries so that they can increase access to Business Development Services (both financial and non-financial) for SEED beneficiaries.

The specific objectives (SO) are:

- SO1: To improve access for SEED beneficiaries to Business Development Services (both financial and non-financial) provided by Entrepreneurial Ecosystem Actors (EEAs) through strengthened entrepreneurial ecosystems (both nationally and internationally).
- SO2: To contribute to a business environment (rules, regulations, and policies) which is conducive to the creation and growth of SEED beneficiaries.
- SO3: To promote an inclusive entrepreneurial culture that encourages women and youth to create and grow SEED beneficiaries.
- SO4: To improve access for EEAs, SEED beneficiaries and other stakeholders to information about Entrepreneurial Ecosystems and approaches to Entrepreneurial Ecosystem Strengthening.

2. Purpose of the assignment

The second phase of the advocacy initiative aims to strengthen the capacity of selected Business Membership Organizations (BMOs), Entrepreneur Support Organizations (ESOs), and county governments in Kisumu, Eldoret, and Nakuru counties through advocacy coaching and a gender mainstreaming approach. Building on the achievements and lessons from the previous phase, this coaching phase will focus on policy development and implementation, with an emphasis on inclusive and gender-responsive strategies,

particularly addressing policies affecting SEED beneficiaries. The initiative seeks to enhance the SME ecosystem by addressing critical policy and regulatory barriers using a participatory and structured approach.

More so, the consultant needs to generate content and photos for Communication and Visibility in each county which will be shared to SNV and IYBA SEED team and adhere to global data protection act regarding photos and data shared by the stakeholders.

2.1 Objectives The overall objective of this phase is to enhance the capacity of stakeholders to:

1. Draft effective and actionable policies and regulations.
2. Strengthen advocacy efforts through Multi-Stakeholder Platforms (MSPs).
3. Mainstream gender considerations in policy development and advocacy.

3. Scope of Work The selected consultant will be responsible for delivering the following activities:

3.1 Policy Validation and Prioritization (Building on Part 1 of the Advocacy Consultancy)

- Facilitate validation workshops with BMOs, ESOs, and county government representatives to confirm findings in Kisumu, Eldoret, and Nakuru counties.
- Prioritize key policy areas for action for each county in collaboration with stakeholders and identify who the main drivers of each aspect/area will be, and perhaps who they need to work with to make things smooth.

3.2 Policy and Regulation memorandum Drafting

- Provide technical support to draft policies and regulations for each county (Kisumu, Uasin Gishu and Nakuru) based on the prioritized needs, to be presented at the MSPs, ensuring they align with county, national, and regional frameworks and incorporate inputs from stakeholders to refine policy drafts.

3.3 Policy Implementation and Monitoring

- Identify policy champions in each county to sensitise the local businesses on the policies
- Establish data collection and monitoring frameworks with clear indicators and timelines.
- Train stakeholders on monitoring and evaluation (M&E) techniques.

3.4 Gender Mainstreaming Training

- Design and deliver gender mainstreaming training tailored for BMOs, ESOs, and county governments in each county
- Provide tools and resources to integrate gender perspectives into policy processes.
- Conduct post-training follow-up to assess the application of gender mainstreaming principles.

4. Deliverables The following deliverables are expected:

1. Based on the report on the proposed ESO-BMO policy priority areas for Kisumu, Uasin Gishu, and Nakuru counties, engage policy actors and key stakeholders to validate the findings and secure official buy-in. Develop a detailed workplan.
2. Draft policies and regulations for each county ready for stakeholder review.
3. Policy implementation roadmaps and monitoring frameworks.
4. Gender mainstreaming training materials and post-training reports.
5. Advocacy training materials
6. Generate and support content creation and photos for Communication and Visibility in each county which will be shared to SNV and IYBA SEED team.
7. Develop monitoring and evaluation frameworks to assess the effectiveness and results
8. Develop a 2-pager article, with a most significant change story, that narrates the short to medium term impact of the interventions.
9. Engage in complementary meetings, activities, and discussions in line with the objective of the technical support.

4.1 Outputs Based on Deliverable per county (Kisumu, Uasin Gishu, and Nakuru)

- **Validated and Prioritized Policy Action Plans per County**
 - A detailed report for each county summarizing:
 - Policy gaps and opportunities identified during the needs assessment.
 - Validated priority areas agreed upon by stakeholders.
 - Strategic action plans, including timelines, responsibilities, and expected outcomes.
- **Detailed Workplan**
 - A comprehensive work plan covering:
 - Objectives, milestones, and timelines for each activity.
 - Allocation of resources and responsibilities among stakeholders.
 - Risk mitigation strategies and contingency plans.
- **Draft Policies and Regulations**
 - Policy and regulation drafts tailored to each county, formatted for legal and stakeholder review.
 - Executive summaries for easy comprehension by policymakers and non-technical audiences.
 - Documentation of the drafting process, including stakeholder input and evidence-based references.
- **Policy Implementation Roadmaps and Monitoring Frameworks**
 - County-specific roadmaps detailing steps for policy implementation, with clearly defined phases and key activities.
 - Monitoring and evaluation frameworks outlining:
 - Indicators to measure progress and impact.
 - Tools and methodologies for data collection and reporting.
 - Roles of BMOs, ESOs, and county governments in monitoring.

- **Gender Mainstreaming Trainings and Reporting**
 - Customized training addressing gender equity in policy processes, such as:
 - Case studies and examples relevant to counties, Entrepreneur Support Organizations (ESOs), and Business Membership Organizations (BMOs).
 - Practical tools for integrating gender considerations into policies.
 - Coaching and Mentorship: Providing guidance and support to selected county government, ESOs, and BMOs to enhance their capacity in gender mainstreaming.
 - Post-training reports summarizing:
 - Participant feedback and learning outcomes.
 - Recommendations for continuous gender mainstreaming efforts.
- **Policy Advocacy Training Materials and MSP Action Plans**
 - Advocacy training reports
 - Multi-Stakeholder Platform (MSP) action plans, including:
 - Agreed advocacy priorities and activities.
 - Coordination mechanisms and responsibilities among MSP members.
 - Communication strategies for engaging policymakers and the public.
- **Monitoring & Evaluation Report:** A comprehensive report detailing the Monitoring and Evaluation (M&E) Framework, including methodology, key performance indicators, and data collection processes. This report will also present analysed data, insights on program effectiveness, and recommendations for continuous improvement, ensuring alignment with project objectives and stakeholder expectations.
- **Communication articles:** This includes various written content such as blog articles, impact stories, and thought leadership pieces, designed to highlight key project achievements, insights, and lessons learned. These materials will be tailored to engage diverse stakeholders and enhance visibility through multiple communication channels.

5. Monitoring and Evaluation

As part of the monitoring and evaluation requirements for the IYBA-SEED project, the consultant(s)/firm of consultants shall collect data for the relevant log frame indicators based on the agreed methodology and tools defined in the IYBA-SEED MEAL strategy.

Indicators definition sheets and templates of data collection tools (including surveys, interview guides, attendance lists, etc.) will be provided by the IYBA-SEED project at the beginning of the assignment to facilitate data collection by the consultants.

5.1 Monitoring Indicators

Intervention	Activity	Micro Indicator	Corresponding logframe Indicator	Comment	Minimum Target	Verification Sources
KE-10	Advocacy Manual creation and Programs Delivery support	Number of actions resulting from a PPD proposed by a supported advocacy group	SO2a #of actions resulting from PPD	The contribution to this indicator should be indirect through intervention 11	Baseline -0- KE: 3	Surveys of the project directed to PPD members, participants in the project supported PPDs, public institutions and AoEEs.
KE-10	Advocacy Manual creation and Programs Delivery support	Number of ESOs and BMOs supported that have adopted a more gender-sensitive approach	SO3b # of AoEEs with gender approach	A baseline has been conducted during Phase 1. The consultant should make sure that data from this 1 st questionnaire is available for all selected ESOs/BMOs, use it to tailor support and define targets, and collect endline after support.	Baseline: 2024 - TBD at the beginning of implementation (April-October 2024) Target: 2026 - TBD at the beginning of implementation	Surveys to be prepared jointly by the subject expert (s) i.e. those project experts that are delivering assistance to ESOs, the country coordinator, Component Leaders, and the M&E Expert
KE-10	Advocacy Manual creation and Programs Delivery support	% of BMOs and ESOs participating in capacity building workshops and exchange sessions in Kisumu, Uasin Gishu and Nakuru Counties that reported they used the knowledge acquired for their advocacy work	OTP2.3c Staff – % of advocacy groups using knowledge		Target: 2026 – 50%	Short online survey at those individuals that have attended one or more project supported capacity building activity such as training session, seminar, workshop, conference, coaching/mentoring session, roundtable (both online and onsite). Data from this survey should be complemented with insights and qualitative data from KIIs with a representative sample of the individuals. One reply by one staff of the organizations supported will be considered sufficient.
KE-10	Advocacy Manual creation and Programs Delivery support	Number of businesses environment reforms developed/ improved/ approved /adopted/	SO2b # of supported business environment reforms	Contribution to this indicator to be confirmed. Interview to be conducted with local government to confirm to what extent the	Baseline: 0	Data should be mainly from the consultants who should have a good understanding of the BERs, as well as from the public institutions in charge of drafting policies/strategies through interviews. In addition, pre and post-

Intervention	Activity	Micro Indicator	Corresponding logframe Indicator	Comment	Minimum Target	Verification Sources
		implemented with the project's support.		project supported some business environment reforms through this intervention.		assessment by the consultants regarding the gender CAD marker.
KE-10	Act. 1: Advocacy Manual creation	Number of advocacy manual produced and shared	OTP4.2b # Knowledge products created and shared		Baseline -0 Target: 2026 – KE 2	Internal project reports.
KE-10	Act. 1: Advocacy Manual creation	Number of individuals with whom the manual has been shared (outside of training sessions of act. 2)	OTP4.2a # of individuals accessing knowledge products		Baseline:0 Target: 2026 – 2,850 (BJ: 1,000; KE: 100 ; SN: 500; TG:	Internal project reports. Data coming from the IYBA-SEED social media and platforms will be directly collected by the communication officer and communicated to the country teams using Google Analytics and IYBA-SEED platforms back office. For other sources of data will be collected by the country teams with the support of other stakeholders/partners involved in dissemination activities (traditional media, influencers, experts, partners relaying information on their websites or in specific events).
KE-10	Act. 2: Training of BMOs and ESOS	Number of BMOs and ESOS participating in advocacy capacity building workshops and exchange sessions in Kisumu, Uasin Gishu and Nakuru Counties	OTP2.3a # of institutional actors and advocacy groups supported		Baseline :0 Target: 2026 - 15 (3 per county)	Internal project reports. Attendance sheets from the events. Categories for type of capacity building: studies and technical advice, training, workshops, other. Tag for capacity building related to gender.
KE-10	Act. 2: Training of BMOs and ESOS	Number of AoEEs staff participating in capacity building workshops and exchange sessions in Kisumu, Uasin Gishu and Nakuru Counties	OTP2.3b Staff - Institutional actors and advocacy groups		Baseline :0 Target: 2026, KE 45	Internal project reports. Attendance sheets from the events and related database.

6. Ethical considerations and confidentiality

The evaluation team will safeguard the rights and confidentiality of information providers, interviewees, and stakeholders by ensuring compliance with legal provisions and codes governing collection and reporting of data. The consultant and team will agree to sign data processing agreement which shall be provided by SNV.

The consulting team will ensure security of information of this assignment in accordance with general data protection regulation (GDPR) compliance. The information, knowledge and data gathered in this process must also be solely used for this consultancy and not for other uses. Where video coverage and photo shooting are involved, informed consent must be signed.

7. Duration: The assignment will span **1 year and 5 months**, commencing in **April 2025** and concluding in **August 2026**. The implementation will be staggered, with **a level of effort (LOE) of 90 days** tailored to the specific project requirements.

8. Payment Schedule: Payments will be made in tranches upon successful completion of deliverables.

9. Expertise Required The consultant(s) should possess the following qualifications:

- **Proven experience in policy development and advocacy**, with a strong track record of influencing policy decisions and driving systemic change.
- **In-depth knowledge of the SME ecosystem and county government structures in Kenya**, including policy frameworks, regulatory environments, and key stakeholders.
- **Strong facilitation and stakeholder engagement skills**, with the ability to foster meaningful dialogue, build consensus, and drive multi-stakeholder collaboration.
- **Capacity-building experience**, particularly in empowering stakeholders through training, mentorship, and knowledge transfer to enhance policy implementation and advocacy efforts.
- **Expertise in gender mainstreaming**, ensuring that gender considerations are effectively integrated into policies, programs, and capacity-building initiatives.
- **Monitoring & Evaluation (M&E) expertise**, to assess progress, measure impact, and enhance the effectiveness of policy interventions.
- **Communication and visibility expertise**, Excellent communication and report-writing abilities, ensuring clear and concise documentation and reporting of findings and recommendations.

NB: The consulting firm must have a team with diverse expertise to collaboratively execute the activities outlined in the scope of work.

10. Expressions of Interest:

Interested consultants are invited to submit the following documents as part of their application:

- **Technical Proposal** – A comprehensive proposal outlining the consultant’s interpretation and understanding of the Terms of Reference, along with a detailed approach and methodology for execution.

This should include:

- Proposed methodology and work plan with clear timelines.
- Demonstrated experience of the organization/consultant in similar assignments.
- Curriculum Vitae (CVs) – Detailed CVs of the consultant(s) and key team members, highlighting relevant expertise and experience. The submission should also include samples of previous consultancy work like this assignment.
- References – Contact details of at least three professional references, including recent clients (within the last two years).

- Legal and Compliance Documents:
 - Company registration certificate.
 - Valid local office operating license.
 - Tax compliance certificate and Kenya Revenue Authority (KRA) Personal Identification Number (PIN) certificate.

- **Financial Proposal** – A comprehensive cost breakdown in Kenyan Shillings (Kshs), inclusive of all applicable taxes in accordance with Kenyan regulations. (Please note that conferencing costs should be excluded, as SNV will procure these directly.)

11. How to apply:

Please note:

- For any inquiries regarding consultancy indicators or additional questions, please reach out to snyauncho@snv.org by **Friday, 21st February 2024**.
- SNV is an equal opportunity employer, and this position is available for filling at the earlier possible opportunity. Interested firms should apply through the **SMART RECRUITER PORTAL through the link.....**
- Proposals should be submitted with the subject line: **"Procurement of Advocacy Coaching on Policy for ESOs, BMOs, and County Governments in Kisumu, Uasin Gishu, and Nakuru Counties."**
- Technical and financial proposals must be submitted separately by uploading the relevant documents via the "I'M INTERESTED" button on the advertisement, no later than **Friday, 28th February 2024, by 17:00hrs**
- Only shortlisted firms will be contacted for an interview.

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