



TERMS OF REFERENCE

SUPPORT THE MICRO AND SMALL ENTERPRISES AUTHORITY (MSEA) TO DEVELOP MONITORING TOOLS WITH CLEAR AND MEASURABLE PERFORMANCE INDICATORS.

1.0 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 (ESOs) and Business Associations (BAs¹) 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 About Micro and Small Enterprises Authority (MSEA)

The Micro and Small Enterprises Authority (MSEA) is a State Corporation established under the Micro and Small Enterprises Act No. 55 of 2012 and domiciled under the State Department for MSMEs in the Ministry of Cooperatives and Micro, Small and Medium Enterprises Development as per Executive Order 1 of 2023.



The Authority is established for the purpose of promoting, developing and regulating micro and small enterprises sector in Kenya. It's mandated to formulate and coordinate policies that will facilitate the integration and harmonization of various public and private sector initiatives, for the promotion, development and regulation of the Micro and Small Enterprises to become key Industries of Tomorrow.

1.4 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.



2.0 Purpose and scope of the assignment

2.1 Purpose of the assignment

SNV Kenya through the IYBA SEED is seeking a qualified consultant or consultancy firm to support the Micro and Small Enterprises Authority (MSEA) to develop monitoring tools with clear and measurable performance indicators. MSEA's mandate includes promoting, developing, and regulating micro and small enterprises (MSE's) in Kenya. However, monitoring progress and outcomes of the Authority's programmes has been constrained by a lack of standardized monitoring and evaluation tools and indicators. This consultancy seeks to address this gap by creating tools that enable effective data collection, performance analysis, and reporting. The Monitoring and Evaluation tools will facilitate the achievement of the Authority's KPI's and the MSE Sector development goals.

3.0 Scope of the assignment

The primary objective of this consultancy is to procure a consultant who will:

- Develop a standardized M&E framework with consistent indicators and data collection methods. This framework will assess the impact of current entrepreneurship support policies, monitor all programmes undertaken by the Authority to ensure compliance with the set standards, and other services in alignment with MSEA's mandate.
- Establish an effective MSME tracking system that will enable the Authority to track vertical growth of MSMEs and enable MSEA to identify level of growth of MSMEs (Pre-seed, Early seed or scalable MSMEs) and provide targeted support services towards enabling vertical growth of MSMEs.
- Implement a data management system for efficient collection, storage, and analysis, and reporting of program data ensuring data quality control and verification.
- Establish clear performance indicators to track program effectiveness and measure progress toward policy and program goals.
- Develop capacity to analyse and report on program performance data to inform strategic planning, resource allocation, and program decisions.
- Establish a system for data transparency, allowing for the sharing of program results to demonstrate the impact with stakeholders while ensuring data security and privacy.
- Establish an effective data collection system and reporting forms for capturing qualitative and quantitative information, incorporating features that allow both direct user entry and data uploads in different file formats.

Expected deliverables.

- **Standardized M&E framework:** with consistent indicators and data collection methods
- **Functional System:** A working online web platform that seamlessly integrates the above functional and technical requirements.
- **Comprehensive Documentation**
 - Project management
 - Architecture overview
 - API (Application Programming Interface) and endpoints documentation
 - System Deployment instructions
- **User Training Manuals:** A reference for the staff to better utilize the platform.
- **System Administration and End-User Training:** Training for both administrators and other staff who will be using the system.
- **Testing and Validation:** Confirmation that the system is fully functional to the agreed requirements.

- **System Maintenance and Support:** There will be maintenance and support throughout the IYBA-SEED & MSEA project life cycle
- **Reporting templates:** template for monitoring 2 specific reforms (to be identified) related to MSEA's and IYBA-SEED's mandates.
- **First monitoring report:** report based on M&E data collected, including actionable recommendations on business environment reforms to be adopted, implemented, or improved, with regards to (very) early-stage business, with a specific focus on women and youth entrepreneurs.

4.0 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.

5.0 Timelines

	Consultant Deliverables	Outputs	Payment Schedule (%)	Timelines
1	System Specifications Finalized	Project Scope Document	20% of Consultancy Fees	3 weeks after initial kick off meeting with selected consultant
2	Functional System with core functionalities	A working online web platform that seamlessly integrates the functional and technical requirements of the system	30% of Consultancy Fees	6 months after initial kick off meeting
3	Comprehensive Documentation	Detailed project documentation, including project management details, architecture overview, API and deployment instructions		
4	User Training Manuals	Comprehensive Manuals to guide staff on effectively utilizing the platform		
5	System Administration and End- User Training	Training sessions for both administrators and other staff on system usage	30% of Consultancy Fees	10 months after initial kick off meeting
6	Testing and Validation	Completion of testing to confirm the system is fully functional and meets agreed requirements		
7	System Maintenance and Support	Ongoing maintenance and support services throughout the project lifecycle		
8	Reporting Templates	Templates for monitoring two specific reforms related to MSEA's and IYBA SEED's mandates		
9	First Monitoring Report	Report based on M&E data, including actionable recommendations on business environment reforms with a focus on women and youth entrepreneur	10% of Consultancy Fees	12 months after initial kick off meeting
10	Free Post Implementation Support Completed	4 months post Go Live Support offered	10% of Consultancy Fees	16 months after initial kick off meeting



6.0 Gender mainstreaming

Gender mainstreaming is a critical component of this assignment to ensure inclusivity and equity in MSEA's monitoring and evaluation processes. The consultant is expected to integrate gender considerations into the development of monitoring tools and performance indicators, ensuring that data collection and reporting mechanisms capture gender-disaggregated data. Furthermore, the consultant will ensure that the indicators reflect the unique challenges and opportunities faced by women, youth and other underrepresented groups in the MSE sector, thereby promoting gender-responsive planning and decision-making.

8.0 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.

9.0 Consultants Qualifications and experience

The minimum competencies and qualifications include:

a) Team Leader

1. At least a master's degree in Monitoring and Evaluation, Project Management, Business Management, Economics, Information Technology or any other closely related field.;
2. At least seven (7) years of professional experience in designing M&E framework, databases and systems development, with proven programming skills.
3. At least 5 years' experience in design and delivery of robust, relevant and timely evaluation strategies and reviews of development interventions using qualitative and quantitative methods.
4. At least 10 years' experience in designing and applying robust and appropriate performance monitoring and results frameworks (including expertise and experience in indicator development, testing and data collection / analysis).
5. Minimum of 7 years' experience in Managing/ Leading Monitoring and evaluation projects of large, complex and long term.
6. Experience in generating data to demonstrate programme effects for different segments of the population.
7. Demonstrable experience in using reviews and evaluation as a tool for lesson learning.
8. Minimum of seven (7) years of relevant consultancy experience in any of the following: development planning, policy analysis, or monitoring and evaluation of Donor Funded Projects.

b) Team Member-System Developer

- i. At least a master's degree in information technology, Data Science or any closely related field.
- ii. He/she should have a minimum of 5 years' prior experience in designing, developing and supporting implementation of computerized and web-based MIS systems.
- iii. Demonstrable experience in working with Donor Funded Organizations



- iv. Considerable experience in design and operationalization of similar automated systems at regional level is an added advantage.
- v. Minimum of 4 years' experience in training & development on the use of a M&E systems
- vi. Experience working in the Agricultural Sector is essential

10.0 Expressions of Interest

Interested firms are requested to submit the following:

1. A Technical proposal detailing their interpretation of the above ToRs including, work schedule and a detailed plan of activities.
2. A Financial proposal in Kshs (must be inclusive of all applicable taxes in Kenya)
3. Detail Curriculum Vitae which should include samples of previous similar consultancy work.
4. Three references
5. Company registration certificate
6. Local office operating license
7. Tax compliance certificate and PIN.

11. How to apply.

All questions should be submitted by **Friday, 17th January 2025** to the following email address. kenyahr@snv.org with the subject line "Inquiry- Strengthening the Advocacy capacity of Enterprise Support Organizations (ESOs) and Business Associations.

SNV is an equal opportunity employer, and this position is available for filling at the earliest possible opportunity.

Separate technical and financial proposals should be sent by email to kenyahr@snv.org and should be received by **Friday, 17th January 2025** to **1700hrs (EAT)** with the subject line "Proposals for strengthening the Advocacy capacity of Enterprise Support Organizations (ESOs) and Business Associations". The financial proposal needs to be separated for the two phases, with totals, and statutory deduction mentioned separately.

Only short-listed firms will be contacted for an interview.

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