



TERMS OF REFERENCE

Strengthen Capacity Enterprise Support Organizations (ESOs) and Business Associations through an Advocacy Manual creation and Programs Delivery support.

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

¹ **ESOs**- Entrepreneurial Support Organizations are entities or institutions that provide various forms of support, guidance, resources, and services to entrepreneurs and startup ventures. ESOs can include business incubators, accelerators, co-working spaces, industry associations, chambers of commerce, economic development agencies, and government agencies focused on entrepreneurship development.

² **BAs**- Business associations are organizations formed by groups of businesses or entrepreneurs within a particular industry, sector, or geographical area. These associations serve to represent the collective interests of their members and promote collaboration, advocacy, and mutual support within the business community. Examples of business associations include trade associations, professional associations, chambers of commerce, industry consortiums, and business networking groups.

(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 and scope of the assignment

Purpose of the assignment

In Kenya, Enterprise Support Organizations (ESOs) and Business Associations play a crucial role in supporting and nurturing young businesses owned by youth and women. However, they face several challenges when it comes to conducting advocacy on behalf of these businesses:

- **Limited Resources:** Many Enterprise Support Organizations and Business Associations in Kenya operate with limited financial resources, which constrains their ability to engage in effective advocacy efforts. This limitation may hinder their capacity to influence policies and regulations that are favourable to youth and women-owned businesses.
- **Fragmentation and Coordination Issues:** The entrepreneurship ecosystem in Kenya is often fragmented, with various actors operating independently. This lack of coordination can lead to duplication of efforts and ineffective advocacy strategies.
- **Lack of Capacity and Expertise:** Some Enterprise Support Organizations and Business Associations may lack the necessary expertise and capacity to engage in advocacy activities effectively. This includes skills such as policy analysis, lobbying, and coalition-building, which are essential for influencing decision-makers and driving meaningful change.
- **Limited Understanding of Policy Processes:** Many Enterprise Support Organizations and Business Associations may struggle to navigate the complex policy processes in Kenya, including legislative frameworks and regulatory procedures. This lack of understanding can hinder their ability to effectively advocate for policy reforms that address the specific needs of young businesses owned by youth and women.
- **Insufficient Data and Research:** Effective advocacy often relies on credible data and research to support policy recommendations and arguments. However, Entrepreneurial organizations in Kenya may face challenges in accessing relevant data and conducting comprehensive research

on the challenges faced by youth and women-owned businesses. This lack of evidence-based advocacy can weaken their advocacy efforts and limit their impact on policymakers.

There is therefore a clear need to develop a toolkit to support Enterprise Support Organizations ESOs and Business Associations in Kenya in effectively carrying out advocacy and policy influencing on behalf of young businesses owned by youth and women. This manual could include resources and guidance on strategic planning, stakeholder engagement, communication strategies, and monitoring and evaluation. We envision that by equipping Enterprise Support Organizations ESOs and Business Associations with the necessary tools and resources, they can enhance their advocacy and policy influencing efforts and contribute to creating a more supportive environment for youth and women entrepreneurs in Kenya. The Assignment therefore seeks for a consultant to develop an advocacy manual that will enhance the capacity of Entrepreneurship Ecosystem actors in Kenya to effectively advocate on policy issues affecting SEED beneficiaries in Kenya.

3. 3.0 Scope of the assignment

The primary objective of this consultancy is to procure a consultant who will support Enterprise Support Organizations (ESOs) and Business Associations in strengthening their capacity through the development of an advocacy manual/Tool kit and delivery of support programs. The consultant will focus on empowering Enterprise Support Organizations (ESOs) and Business Associations in Kisumu, Uasin Gishu and Nakuru Counties to effectively advocate for policy changes that benefit SEED beneficiaries, particularly young entrepreneurs, and women entrepreneurs.

Generally, 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 Enterprise Support Organizations (ESOs) and Business Associations.

The consultant's scope of work will include to the following, based in phases:

Phase 1: Mapping out the Enterprise Support Organizations (ESOs) and Business Associations in selected counties, undertake a capacity needs assessment and develop a detailed modules/curricula on the main needs' areas of each of the category of the value Enterprise Support Organizations (ESOs) and Business Associations in the selected counties.

- Review and improve the existing mappings of Enterprise Support Organizations (ESOs) and Business Associations in Kisumu, Uasin Gishu, and Nakuru Counties, incorporating additional details and enhancements. This process will be guided by the following key indicators:
 - What kind of enterprises are supported by each Enterprise Support Organizations (ESOs) and Business Associations?
 - Ownership of such enterprises (Data desegregated based on gender and age)
 - What are the sectors of the enterprises supported?
 - What are the services offered by the ESOs and BAs (engagement levels)
 - How they are supported (Support mechanism)
 - How they interact and collaborate with the seed beneficiaries
 - How many ESOs and BAs are present in the designated counties.
 - Identifying the ESOs and BAs that have growth potential
 - Assess the extent to which ESOs and BAs have incorporated a gender-focused approach.
- NB:** When conducting the mapping and capacity-building activities for relevant stakeholders within the entrepreneurship ecosystems for advocacy purposes, it is important to apply a gender-sensitive approach. This entails ensuring that organizations led by women, with a specific emphasis on women's economic empowerment and human rights, are included among the beneficiaries. Additionally, organizations that are committed to enhancing their governance structures and operations to promote gender inclusivity should also be considered.
- Propose potential ESOs and BAs for project collaboration based on the growth potential, identified gaps, and mentioned indicators.
- Conduct an assessment/survey to ascertain the presence of any preceding advocacy manuals, examining their gaps and their efficacy in meeting the advocacy requirements of SEED beneficiaries, with a particular focus on young entrepreneurs and women entrepreneurs.
- Conduct a comprehensive assessment of the advocacy and policy influencing needs and challenges faced by Enterprise Support Organizations (ESOs) and Business Associations in Kisumu, Uasin Gishu and Nakuru Counties. Prioritise the needs assessed from the information

gathered. Provide a detailed advocacy training manual providing standard operating procedures for training and instructions on how to deliver the trainings, tailored to the specific needs and priorities of Enterprise Support Organizations (ESOs) and Business Associations, providing guidance on strategic advocacy planning, stakeholder engagement, policy analysis, and communication strategies.

- An effective strategy for delivery of the training (Including coaching and mentorship, develop training curricula) to the different categories of the Enterprise Support Organizations (ESOs) and Business Associations.
- Conduct validation meeting with Enterprise Support Organizations (ESOs) and Business Associations to present findings in one central county.

Phase 2: Delivery of training targeting assessed Enterprise Support Organizations (ESOs) and Business Associations within the selected counties.

Training Methodology: The training sessions will employ a combination of interactive county-based workshops, practical exercises, case studies, and in-person mentorship and coaching sessions, targeting the Enterprise Support Organizations (ESOs) and Business Associations. The participants will also be encouraged to work on their individual advocacy plans throughout the training program, receiving feedback and guidance from the consultant.

Key deliverables: Based on the above-defined scope of work, key deliverables are as follows:

1. A detailed work plan for executing the assignment.
2. Progress Monitoring: Regularly track participants' progress during the training to ensure that they are actively applying the training principles and making satisfactory advancements in their advocacy plans.
3. Post-training Evaluation: Evaluating participants' learning outcomes and the quality of their advocacy plans upon completion of the training program.
4. Feedback Mechanism: Establishing a feedback mechanism for participants to share their experiences, challenges, and suggestions regarding the training program.
5. Facilitate exchange sessions among business associations to increase coordination and effectiveness in conducting advocacy on matters affecting SEED beneficiaries- One day event per county.
6. Develop monitoring and evaluation frameworks to assess the effectiveness, results, and impact of the capacity-building activities on Enterprise Support Organizations (ESOs) and Business Associations advocacy efforts.
7. Liaise, engage, and report with project team, based on agreed frequency when needed throughout the intervention,
8. Develop a 2-pager article, with a most significant change story, that narrates the short to medium term impact of the intervention.
9. Engage in complementary meetings, activities, and discussions in line with the objective of the technical support.

4. 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 logframe 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. Consultancy deliverables

The consultant will be expected to deliver the following key outputs:

1. A detailed Enterprise Support Organizations (ESOs) and Business Associations mapping report for each county, including annexes.
2. A detailed Advocacy Needs Assessment Report disaggregated per county and general recommendations, not more than 30 pages, including annexes.

3. Develop appropriate curricula, modules and manual that is customized to the needs of the various categories of Enterprise Support Organizations (ESOs) and Business Associations, to support the delivery of the advocacy aimed at addressing policy issues impacting SEED beneficiaries.
4. Training/workshop materials and resources NB: SNV will directly handle procurement of venues for training and conferences.
5. Monitoring and Evaluation Framework and collected data.
6. Develop a 2 or more-pager article that narrates the impact of the intervention.
7. Final Report summarizing the consultancy activities, outputs, outcomes, challenges and recommendations for future capacity-building initiatives at the end of the consultancy.

6. Timelines

The assignment duration is **50 days** of expertise with the possibility of having **10 more** days for additional task or follow up activities that may arise based on pertinence and approval.

7. 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.

8. Consultants Qualifications and experience

The minimum competencies and qualifications include:

1. Minimum of ten (10) years of substantial professional experience in advocacy and policy influencing especially working with businesses and institutions working with MSMEs and young businesses. Prior experience in curriculum development and training.
2. Experience in developing simple, practical, and scalable advocacy training programs that are tailored to different contexts, especially for MSME's in Agri-food, water, and energy sectors.
3. Experience in developing highly simplified and interactive material with gamification, illustrations,
4. Good analytical and presentation skills. Proficient use of Microsoft Word, Excel, PowerPoint, data analysis software and internet is an added advantage.

9. Consultant selection criteria

1. In-depth technical & practical understanding of the advocacy, BDS and Micro SME landscape in Kenya's with a particular focus on advocacy and policy influencing.
2. Demonstrable experience conducting advocacy and policy-focussed scoping studies.
3. Post graduate qualification in entrepreneurship ecosystem, Agriculture Economics, Agribusiness, political science, Agriculture, or other relevant qualification.
4. Strong understanding of policy issues related to entrepreneurship, economic development, and marginalized groups.

10. Expressions of Interest

Interested firms are requested to submit.

1. A proposal detailing their interpretation of the above TORs including, work schedule and a detailed plan of activities.
2. 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 – (should include recent clients – not more than two years old)
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 **22nd May 2024** to the following email address. Kenya@snv.org with the subject line "Inquiry- Strengthening the Advocacy capacity of Enterprise Support Organizations (ESOs) and Business Associations".

Separate technical and financial proposals should be sent by uploading the documents via the **"I'M INTERESTED"** button on the advert to be received by **3^{1st} May 2024, 1700hrs (EAT)**. 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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