



TERMS OF REFERENCE AND SCOPE OF SERVICES

KENYA JOBS AND ECONOMIC TRANSFORMATION PROJECT (KJET)

(P179381)

COMPONENT 2: ENHANCING MSME CLUSTER COMPETITIVENESS

**TERMS OF REFERENCE (TOR) FOR CONSULTANCY TO DEVELOP
GENERALIZED BUSINESS DEVELOPMENT SERVICES (BDS)
CURRICULUM**

JANUARY 2025

1. PROJECT BACKGROUND

The Kenya Jobs and Economic Transformation (KJET) Project is a World Bank funded project whose project development objective is to increase private sector investments, access to markets and sustainable finance to create and improve jobs. The project targets to create and improve productivity of select MSME clusters based on priority value chains envisioned under the Bottom-up Economic Transformation Agenda (BETA). The specific goals of the project are:

- i. Enhancing inclusive, high quality, resilient and sustainable job creation
- ii. Strengthening business and investment environment.
- iii. Strengthen competitiveness & build capacity of MSME clusters.
- iv. Enhance market access for MSMEs.
- v. Scaling up green MSME Financing.

The project will be implemented in four components, which are:

- i. Component 1: Strengthening Business and Investment Enabling Reforms
- ii. Component 2: Enhancing MSME Cluster Competitiveness
- iii. Component 3: Scaling Up Green Financing and Strengthening Climatic Resilience for SMEs
- iv. Component 4: Project Management, Monitoring and Evaluation

The Micro and Small Enterprises Authority (MSEA) is responsible for implementation of Component 2 of the Project on Enhancing MSME Cluster Competitiveness. This component will target market failures that constrain linkages between MSMEs and downstream buyers and MSME firm capabilities. It will support capacity-building for the Government of Kenya (GoK) on MSME-centric cluster development as well as business development services and co-investment in machinery and equipment for organized local clusters of MSMEs.

These activities will enhance the market access, linkages, and capabilities of MSMEs, in turn contributing to higher revenue, productivity, and job generation. This component will leverage, align with, and expand existing GoK initiatives for MSME support such as Constituency Industrial Development Centers (CIDs).

2. OBJECTIVE OF THE ASSIGNMENT

The project through Component 2 will support MSME Clusters (Associations and Cooperatives) through provision of Business Development Services (BDS) as well as co-investment in viable MSME Cluster economic activities. Business Development Services entails Generalized BDS training as well as specialized training that is customized to the Value chain of focus.

The purpose of this consultancy is to develop a comprehensive, adaptable and practical generalized BDS curriculum based on the 360 needs assessment from sampled MSME clusters in the value chains of focus. The Curriculum should:

- Address core business management competencies
- Incorporate modern business practices and technologies
- Consider varying literacy levels and learning capabilities
- Enable consistent quality of BDS delivery across different regions
- Support the growth and sustainability of MSMEs
- Align with BETA priority value chain

MSEA invites eligible firms to bid for the development of the curriculum. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the exercise.

3. SCOPE OF WORK

The scope of work for the curriculum development includes but is not limited to:

- i. Undertake a 360 needs assessment of a sample of MSME clusters in Kenya from the priority value chains of focus under BETA;
- ii. Review existing BDS curricula used in other BDS training conducted by the Authority and best practices including the ILO Start and Improve Your Business (SIYB) manual;
- iii. Development of an elaborate and comprehensive BDS curriculum that takes care of KJET target beneficiaries specific needs in all BETA priority value chains including Textile, edible oils, construction, dairy and reduction of horticultural post harvest losses reflecting the local business practices and opportunities;
- iv. Development of an implementation guide providing recommendations for the delivery and facilitation of the curriculum;
- v. Development of an elaborate and comprehensive training manuals in line with KJET BDS curriculum;
- vi. Development of participant's workbooks and materials;
- vii. Creating multimedia supporting materials;
- viii. Bringing out technology adoption, innovation and adaptability within the curriculum suggesting possible solutions to business environment challenges and global emerging trends.
- ix. Translate the curriculum, manuals, and guide into Swahili and other necessary local languages.
- x. Conduct a training of trainers on the developed curricula, training and participant manuals
- xi. Support curriculum revision at the onset of BDS rollout/curriculum implementation.
- xii. Develop 360 Diagnostic Template and framework of the selected MSME Clusters to undergo BDS;

- xiii. Develop a BDS Growth Plan template to be utilized by both the Generalized and Specialized BDS providers;

4. CURRICULUM CONTENT AREAS

The curriculum at a minimum should cover the following focus areas;

- i. Core business management, including, but not limited to, business planning and strategy, financial management, marketing, operations, supply chain, human resource and legal and regulatory requirements;
- ii. Digital skills and technology, inclusive of digital literacy, ecommerce and cybersecurity among others;
- iii. Sustainability and resilience, including assessing and managing climate adaptation and mitigation risks and opportunities;
- iv. Life skills, including special modules for women entrepreneurs (e.g., Personal Initiative Training)

5. MSEA's OBLIGATIONS

The Authority shall;

- i. Provide orientation of the consulting firm on the scope and objectives of the project;
- ii. Avail the developed BDS protocols to guide the development;
- iii. Facilitate for stakeholder engagement
- iv. Review and approve the developed BDS curriculum as well as manuals and delivery plan;
- v. Review and provide feedback for modification of the BDS curriculum and other documents;
- vi. Organize and mobilize for the training of trainers;
- vii. Review and approve submitted reports;
- viii. Monitor, follow up and evaluate the activities;
- ix. Review work progress regularly and provide feedback for improvement.

6. DELIVERABLES /SPECIFIC OUTPUTS EXPECTED FROM CONSULTANT

- i. Needs Assessment Report;
- ii. Draft BDS Curriculum;
- iii. Review workshop for BDS curriculum;
- iv. Finalized BDS Curriculum;
- v. Training Manuals;
- vi. BDS Delivery Plan;
- vii. 360 Diagnostic Template;
- viii. BDS Growth Plan Template and Framework;

7. SELECTION CRITERIA

The firm developing the Generalized BDS Curriculum must have:

- a) Expert (s) with a Master's degree in business administration, marketing, Economics, Agribusiness, commodity value chain, environmental studies, social development, public policy, business strategy, financial management, supply chain, human resource, Digital/technology and/ or other related fields (please provide a list of experts mapped against each curriculum area outlined above);
- b) Expert (s) with a 7-10 years experiences specializing in BDS Provision and Mentorship particularly targeting MSME clusters;
- c) Relevant experiences and technical capacity in designing coherent and structured curriculum frameworks that outline learning objectives, content sequencing, assessment strategies, and instructional methods.
- d) Experience working with MSME clusters including those involved in edible oils, construction, textile and dairy development value chains within the Kenyan context.
- e) Experience in training on cluster development, value chain development, product development, financial management and production costing and marketing.
- f) Experience in supporting business management growth in all major stages of a business lifecycle;
- g) Recent experience working with International Agencies;
- h) Ability to take on assignments that require travel, mission and appointment to field location
- i) Demonstrate an understanding of technology adoption for innovativeness and creativity.
- j) Prior experience working in the Kenyan context;
- k) Excellent communication, analytical, and interpersonal skills; and,
- l) Proficiency in written and spoken English and Swahili.

8. LOCATION

The assignment will be carried out targeting all the 47 counties in Kenya.

9. TIME FRAME AND DURATION

The consultant will be engaged for a period of 3 months. The assignment will commence immediately upon contract is signing.

10. REPORTING

The consultant will report to the Chief Executive Officer of the Micro and Small Enterprises Authority.