

SELECTION OF CONSULTANTS

REQUEST FOR PROPOSALS

RFP No: KCIC/2021/078

**Development of a Digital Learning Management System
(DLMS)**

Client: Kenya Climate Innovation Center

Country: Kenya

Issued on: 31st May 2021

TERMS OF REFERENCE

Digital Learning Management Systems (DLMS)

1. Background

The Kenya Climate Innovation Center (KCIC) was launched in September 2012 by the World Bank through infoDev in partnership with DANIDA and UK Aid. KCIC provides holistic, country-driven support to accelerate the development, deployment and transfer of locally relevant climate and clean energy technologies. The KCIC provides incubation, capacity building services and financing to Kenyan entrepreneurs and new ventures that are developing innovative solutions in renewable energy, water management, agribusiness, waste management and commercial forestry to address climate change challenges.

Vision

“To be a one stop shop supporting innovative climate change solutions and sustainable development in Kenya”

Mission

“To provide business support, financing, awareness creation to empower the private sector to deliver innovative climate change solutions and provide strategic direction on matters policy, advocacy and sustainable development.”

KCIC Programmes

KCIC currently has two key programmes, namely, Agribiz and GreenBiz.

A. Agribiz Programme

AgriBiz is a five-year programme supported by the European Union (EU) and Danida. AgriBiz seeks to address some of the challenges inhibiting youth and women participation in agribusiness and stimulate Small and Medium-sized Enterprises (SMEs) in the agricultural sector. The program's primary focus is to provide a range of services needed by women and youth-owned early-stage agribusiness enterprises as well as SMEs, Community Based Organizations (CBOs) and Self-Help Groups (SHGs).

The programme seeks to annually roll out county specific calls for applications for youth and women enterprises, with an overall target of supporting at least 2,400 enterprises over the 5 years of the programme and create 17,000 job opportunities.

B. GreenBiz Programme

GreenBiz is a five-year programme supported by Danida with a focus on climate smart technologies and related innovative business models. The expected outcome will be increased commercialization and scale up of climate related companies, which create decent jobs (with an emphasis on youth and women), increased access to low carbon energy sources, increased community and household resilience to climate change as well as other environmental and social benefits. The Program is engaged in five sectors: Agriculture; Water Management; Renewable Energy and Energy Efficiency (RE & EE); Commercial Forestry and Waste Management.

The programme will support 300 businesses over the 5-year period, to create over 3000 job opportunities.

In its efforts to support entrepreneurs grow their businesses while combating climate change, KCIC provides the following services to its clientele:

- **Business Advisory Services**

KCIC provides technical expertise and mentorship in business management, technical skills delivered through training that equip entrepreneurs with competencies to turn appropriate technologies into viable businesses. Some of the tangible outcomes of the advisory services include; Business Model Refinement, Building Financial Models, Supply Chain Efficiency Optimization/Process Efficiency, Investor Readiness Training and Preparation of Pitching Documentation.

The organization also facilitates market development for clean tech entrepreneurs by identifying and developing new market segments for current products.

- **Access to Finance**

KCIC facilitates flexible access to finance needed by clean technology enterprises by providing competitive financing

offerings including proof of concept grants, early-stage financing mechanism, matching grants, seed capital investments, syndicate financing and Kenya Climate Ventures which is an early-stage financing facility aimed at assisting the clean tech entrepreneurs to move from proof-of-concept stage to commercialization.

KCIC also assists businesses access external sources of financing from the investor community including but not limited to angel investors, private equity, venture funds and development funds as the business requires, evidenced by clear growth trajectories and identified investment needs.

- **Access to Facilities**

Housed at Strathmore Business School, KCIC provides working space for start-up companies and facilities for networking and business meetings. KCIC provides access to and use of technical facilities which include facilities for idea testing and demonstration, access to initial production and manufacturing at KCIC negotiated rates through partners.

- **Enabling Environment**

KCIC leverages the direct experience of private sector innovators to inform relevant government regulations, policies and strategies to encourage the adoption of profitable local innovation. The key areas of support include Policy Advice, Advocacy and Research.

- **Access to Information**

KCIC provides information on market intelligence and opportunities in clean technologies. This includes technical information and sector trends in the market to enhance awareness and adoption of green growth solutions while increasing understanding on the same. The information is aimed at engaging and motivating the private sector organizations and individuals to take action on climate change.

2. Project Description

The project aims to assist KCIC roll out a Digital Learning Management System (DLMS) for its clients. This will act as a complimentary platform for business skills acquaintance on top of support received through business advisory, training and mentorship. The Digital Learning Management System, (DLMS) will be

designed specifically to create, distribute, and manage the delivery of educational content to entrepreneurs. This will ensure:

- Learning is efficient with 24-hour learning
- Consistency through standardization of the training
- Wider impact which shall be rolled out to several businesses
- Personalization
- Cost-effectiveness
- Sales and commercialization which is the long-term objective and
- Effectiveness and most importantly trackable.

With the growth in client numbers and increased outreach of the GreenBiz and AgriBiz programmes, KCIC will embrace a DLMS to deliver content to clients. This is also attributed to remote or semi-remote working environments whereby consolidation of clients for learning is challenging. KCIC seeks to assist clients access learning and capacity building for their businesses in an effective way. In addition, based on the varying needs of clients then learning can be disseminated in an asynchronous manner to ensure client needs are met.

KCIC through the DLMS aims at ensuring there is increased client knowledge retention, comprehensive onboarding process and greater client satisfaction. The platform will facilitate online learning and provide a high-level solution for creating, managing and delivering courses.

3. Programme Objective

The overall objective of the DLMS is to provide a platform to build capacity of businesses specifically targeting business owners and staff in areas such as strategy, accounting and finance, sales and marketing, legal compliance and taxation among others. It is expected that within the incubation and acceleration period, KCIC clients should have benefited from target modules as identified through an initial gap analysis. In effect, the clients should be able to grow and curate their businesses through strategic planning, increased sales, improved service delivery, improved efficiency and improved resilience towards unexpected external and internal risks.

In its vision of supporting innovative climate change solutions and sustainable development in Kenya, KCIC seeks providing access to information to clients in the Agribiz and GreenBiz programmes. The DLMS modules, therefore, further build on solving Kenya's sustainability challenges and the SDG goals. It is on this premise that at the end of the virtual training participants should be able but not limited to:

- Effectively build their business models through improved financial reporting and monitoring.
- Gain understanding on how to grow their sales through enhanced sales strategies and customer retention
- Demonstrate effective leadership qualities and skills in improving entrepreneurial activities and upholding sustainable corporate practices.
- Acquire a working knowledge of the concepts, opportunities and challenges of climate change and agribusiness within the Kenyan context.
- Demonstrate the role of entrepreneurship and climate change solutions in creating innovative responses to critical needs (e.g., hunger, poverty, global warming, etc).
- Engage in a collaborative learning process to develop a better understanding of the context and domain of entrepreneurship.

4. Scope of Work

The DLMS platform will serve to provide clients with access to courses that will have various modules under each course. The courses to be included in the DLMS will be:

- Accounting and Finance
- Sales and Marketing
- Legal compliance and Taxation
- Management of Human Resources
- Strategic Planning
- Value Chain Analysis
- Risk Management.

At the end of the 7 courses, the consultant will provide the clients training certificates for the DLMS.

The courses and modules will be delivered as follows:

Course 1: Accounting and Finance

Course 1: Module 1 - Introduction to Financial Management

Course 1: Module 2 - Financing Business Operations

Course 1: Module 3 - Budgeting and Financial Planning

Course 1: Module 4 - Record Keeping and Financial Statements

Course 1: Module 5 - Pricing and costing

Course 1: Module 6 - Accounting Principles, Processes and Procedures

Course 1: Module 7 - Financial Health Check of Businesses

Course 2: Sales and Marketing

Course 2: Module 1 – Introduction to Marketing

Course 2: Module 2 – Marketing and Sales Funnel Development (External Analysis: the Buyers Analysis and the Value Chain Analysis, Internal Analysis: the Marketing Mix and the Marketing Strengths, Weaknesses, Opportunities, Threats (SWOT)

Course 2: Module 3 – Branding

Course 2: Module 4 – Relationship Deepening with Customers and Increasing Customer Wallet Share

Course 2: Module 5 - Basics of Customer Relationship Management

Course 2: Module 6 – Developing Marketing Strategy and operational plan (Selling and the Selling Process)

Course 2: Module 7 – Digital marketing and E-commerce

Course 3: Legal compliance and Taxation

Course 3: Module 1 – Business Registration Process (Early stage, Limited Company and CBOs/SHGs and Cooperative)

Course 3: Module 2 – Taxation

Course 3: Module 3 - Intellectual Property Rights

Course 3: Module 4 – Company Bankruptcy Laws

Course 3: Module 5 – Legally Compliant Employment

Course 4: Management of Human Resources

Course 4: Module 1 – Talent Management in Organization

Course 4: Module 2 – Leadership and Governance (Capacity Building)

Course 4: Module 3 – HR Policy and Employment Contracts

Course 5: Strategic Planning

Course 5: Module 1 - Basics of Strategic Planning

Course 5: Module 2 - Strategy formulation

Course 5: Module 3 - Strategy implementation

Course 5: Module 4 - Strategy evaluation

Course 6: Value Chain Analysis

Course 6: Module 1 - Understanding Value chain analysis (Concepts and Key Elements)

Course 6: Module 2 - Mapping of value chain actors

Course 6: Module 3 - Identifying opportunities within the value-chain

Course 6: Module 4-Value Chain Information and Traceability Systems

Course 6: Module 5- Innovation and Upgrading

Course 7: Risk Management

Course 7: Module 1 - Exploring and Understanding Risk

Course 7: Module 2- Risk Management Systems

Course 7: Module 3 - Risk Assessment Matrix

Course 7: Module 4 - Business Continuity Plan

The platform used to host the DLMS should be capable of the following functionalities:

- Customizable progress dashboard
- Functionality to download or upload files
- Issue certificates of completion
- Subtitles with multiple language support
- Integrated email messaging and notification
- Limited custom user and admin roles
- Advanced content security mechanism
- iOS and android application for taking courses on mobile devices
- A function to track most and least engaged modules and generate the reports
- Ability to track and measure user progress and generate report
- BOT to tackle questions and answers (Email & Phone support) and generate reports.
- Night/day mode for visually impaired users
- Feedback portal with ability to generate reports

5. The Consultant

The consultant is expected to support in:

Consultant's Deliverables and Output

- Deliver digital based training content based including videos on different modules such as: Accounting and Finance, Sales and Marketing, Legal compliance and Taxation; Management of Human Resources, Strategic Planning, Value Chain Analysis and Risk Management.
- Develop a structured digital curriculum for the sessions based on the expected deliverables and the expected outcomes for conducting the session
- Develop a report for ways KCIC can be able to track client's improvement after the sessions and ways to detect client progress
- Provide a detailed report of the digital sessions will be undertaken and any necessary support the entrepreneurs would require.

- Provide recommendations on how to improve the platform going forward as well as any customer feedback mechanism to the digital platform.

6. Duration and timelines

The project is expected to run for a duration of 6 months beginning May 2021. The engagement will be structured as follows:

- An inception meeting between the consultant and KCIC in order to agree on the deliverables and clarity of the DLMS
- Consultative meetings between the consultant and a few clients to gain more understanding on the DMLS and client needs
- Development of a first online trial version of the DMLS in which KCIC can start piloting with clients with a view of providing feedback on it
- Submission of the final version of the DMLS in which KCIC can effectively uptake and implement with clients

7. Reporting

The engagement will be carried out under the broad leadership and guidance of KCIC Client Services Director or anyone else that may be assigned that role.

8. Qualifications and Experience

Proposals for the consultancy will be considered from qualified firms/individuals that demonstrate and fit the following eligibility criteria;

- A minimum of 5 years' experience offering SME support specifically targeted at investor readiness.
- The qualified firm/individual should demonstrate knowledge of climate technology start-ups and ideally should have previous experience working with investors looking for opportunities in the space.
- The consultant/lead consultant of the firm should have at least a business-related degree and a Master's degree in Finance or any other related area from an accredited university.
- Demonstrate ability to understand the Kenyan early-stage entrepreneurial ecosystem.
- High level of written and oral communication skills in both English and Kiswahili

If you believe that you fit the above role, kindly submit your technical and financial proposals. Joint applications by a qualified team are encouraged.

In your proposal, indicate at least three similar trainings that you have carried out within the past two years and indicate the Lead Trainer.

9. Application Deadline and Submission Details

The submission should be in two separate zip folders clearly marked technical and financial. They should be submitted to the official email: procurement@kenyacic.org with subject title **RFP 078 Development of a Digital Learning Management System** by **Monday 14th June 2021 at 5:00pm**.

Any proposal received after the deadline will not be opened, and no amendments to the technical or financial proposals will be accepted after the deadline. Proposals submitted in contrary to the instructions given above will not be accepted by the KCIC.

All inquiries relating to the TOR shall be communicated in written form to the above-mentioned email address.

Evaluation criteria

Weightage of the score for the two proposals will be allocated as follows:

1. Technical proposal – 70 points
2. Financial proposal - 30 points

The evaluation committee shall evaluate each proposal on the basis of its responsiveness to the Terms of Reference. A proposal shall be considered unsuitable and shall be rejected at this stage if it does not respond to important aspects of the ToR or if it fails to achieve a minimum technical score of 70 points.

Scoring criteria for the technical and financial proposal will be as follows:

I – Technical proposal

Documented past experience in undertaking similar work

Qualification and experience of the team members

Relevant publications produced

Methodology and approach to task

II- Financial proposal

Financial evaluation will be based on the Least Cost selection-based method. Only parties scoring a combined total score of 70% will be

considered as qualified parties when selecting a party to award the contract.