

**SELECTION OF CONSULTANTS**

**REQUEST FOR PROPOSALS**

**RFP No: KCIC/2021/079**

**Provision of Consultancy Services for Greenbiz Mentorship  
Programme for KCIC Clients**

**Client:** Kenya Climate Innovation Center

**Country:** Kenya

**Issued on: 31<sup>st</sup> May 2021**

## TERMS OF REFERENCE

### Mentorship Application for Kenya Climate Innovation Center Clients

#### 1. Background

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 and energy efficiency, water management, agribusiness, waste management and commercial forestry to address climate change challenges.

KCIC has transitioned towards becoming a market leader in sustainable development, incorporating more pillars within our Programmes and expanding beyond Nairobi. Therefore, KCIC has grown to include investments by Kenya Climate Ventures, the roll out of the AgriBiz Programme, KCIC Consulting, Center for Governance and Sustainability and Special Projects Unit.

KCIC is implementing GreenBiz, a five-year programme supported by Danida. The GreenBiz Programme projects that it will support 300 businesses to create over 3,000 job opportunities in the sectors of renewable energy and energy efficiency (RE & EE), agriculture, water, commercial forestry and waste management. By focusing on these sectors, KCIC and its clients will directly and indirectly contribute to the achievement of SDG 1 (no poverty); SDG 2 (no hunger); SDG 6 (clean water and sanitation), SDG 7 (affordable and clean energy), and SDG 13 (climate action). Others are SDG 15 (life on land); SDG 8 (decent work and economic growth) and SDG 12 (responsible consumption and production).

The primary focus of the programme is to increase commercialization and scale up of climate smart innovations which create decent jobs, increased access to low carbon energy sources, increased community and household resilience to climate change as well as other environmental and social benefits.

## **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.”

## **2. Project Description**

This engagement aims to assist KCIC roll out the mentorship programme for the GreenBiz Programme incubator and accelerator clients. This programme shall target 30 KCIC clients, who will be supported through 10 months.

Globally, micro, small and medium enterprises (MSMEs) have been identified as significant drivers of economic development due to their high potential for employment creation and provision of livelihoods to Bottom of the Pyramid (BoP) and rural communities in general. In Kenya, the role of MSMEs in employment creation has been given prominence in official reports for a long time. Indeed, the Economic Survey of 2017 points out that micro (employing less than 10 people) and small (employing between 10 and 49 people) enterprises accounted for 99.3% of employment in licensed businesses in Kenya. However, despite these facts, many such enterprises face significant challenges which impede their growth and survival. The Economic Survey of 2017 revealed that 46.3% of MSME that closed did so during their first year of operation.

Thriving entrepreneurs often cite Technical Assistance (TA)/Mentoring as a critical component of their success. Mentorship is an empowering relationship in which a business mentor guides, helps, hand holds, encourages, and supports a mentee (enterprise owner) to find direction and to help them develop solutions to their business issues.

## **3. Objective of the Consultancy**

The overall objective of this TA/Mentorship programme will be to sustainably improve and support clients to grow and expand through the provision of business technical assistance and mentorship support. It is expected that the programme will fuel the success of these MSMEs and enable them to survive

and grow their revenues, customers, jobs created among other commercial indicators.

In seeking transformative growth of businesses, traditional classroom learning is not enough. That is why this programme is built to be highly interactive allowing the entrepreneurs to both discover and apply the tools and methodologies that will help them transform their businesses. The mentorship programme will provide much needed inspirational journeys to entrepreneurs by having mentors who have an entrepreneurial background. These include but not limited to; successful entrepreneurs, leading social entrepreneurs, and experienced business leaders.

The business mentors/SME consultants will work directly with KCIC staff and Clients in executing all aspects of the proposed Mentorship Programme.

The TA/mentorship programme is envisioned to impact, among others:

**a) The financial performance and economic outcomes of the enterprises:**

The programme ultimately aims to enhance the mentees' ability and business skills in order to create stronger businesses that perform better financially, jobs creation and wealth generation for the Kenyan economy.

**b) The business owners / managers:**

The programme will work with the top management within the company, owners or managers who are responsible for setting the overall direction, ambitions and targets for the business. Improving the overall strategic business planning ability of mentees is the most important outcome of the mentoring process. The programme will also help owners / managers with their ability to:

- Undertake detailed business planning;
- Better understand their competitive position and their potential client/customer base;
- Constant improvement of the company's' functions.
- Improve their financial management and forecasting; and

- Manage growth aligned to the company's' objectives.

What motivated owners–managers are towards achieving growth, as well as how psychologically resilient they are, is important to the overall fortunes of a business. Mentoring does indeed improve mentees' confidence in managing their businesses.

### **c) The mentee businesses**

Business mentoring is a relationship between the mentor and business's owner / manager. In turn, this sets in motion wider changes to the business. In particular, optimizing the company structure could be a strong outcome of the mentoring programme. Mentors will help businesses to increase the pace at which they innovate by shortening the lead times for both developing new products and services and introducing new ways of working or identifying cost savings in addition to improving the entrepreneur's ability to identify new revenue streams. It could also improve the company's ability to sell, to improve their marketing strategy and their USP and brand.

### **d) Company's access to external resources**

The programme will significantly improve the market knowledge, contacts and relationships that mentees have by mentors potentially facilitating better access to potential clients, investors, and customers.

### **e) Company's ability to deal with challenges**

Growth in small firms is a discontinuous process, typically characterized by short-lived growth spurts followed by sluggish periods or even decline. The Mentorship Programme helps businesses to be prepared in tackling these types of challenges e.g., experiencing slowdown in revenue growth, losing clients/customers, pursuing too many different options at once, amongst others. More positively, for every single business challenge that mentees will identify as being characteristic of their company, the mentees' opinion on how mentoring helps to tackle these challenges is expected to increase at the end of the mentoring when compared to the beginning.

#### f) **Entrepreneurs' social skills**

Most of the entrepreneurs are never taught social skills like proper listening, accurate self-expression, negotiation, social adaptability, public speaking, storytelling in marketing and running family owned enterprises. As KCIC, we are keen on holistically improving our clients' businesses and other factors affecting their performance at work.

### **4. Scope of Work**

#### **A. The Consultant**

The consultant is expected to implement the TA/Mentorship programme in three phases over a ten (10) month period i.e., the planning phase, the execution phase and the monitoring & evaluation phase:

##### **I. Phase 1 – Project Planning, Design and Gap Analysis**

During this phase, the Consultant shall carry out the following activities:

- a. Inception Meeting – The Consultant will hold an inception meeting with KCIC to agree on the programme design, implementation plan and deliverables. From this meeting, the Consultant will prepare an inception report.
- b. Development of Mentorship & TA Materials, Models and Tools – The Consultant will develop the following for use in the TA & Mentorship Programme:
  - Baseline and End Line Survey Form;
  - Mentors and Mentees Training Manuals;
  - Mentoring and TA Guide, agreements, Gap analysis templates, Journals and other reporting templates
  - Case Study Templates.
- c. SME consultants/Mentors - The proposed programme will have a minimum of 5 consultants/ mentors to work with the early-stage companies. The consultants selected will be based on the following;

- Experience with business mentorship, technical assistance and SME advisory;
  - Experience working with and supporting entrepreneurs within the KCIC areas of interest;
  - Experience in setting up and running business outfits;
  - Specialized business and mentorship training; and
  - Specialized technical knowledge and experience in renewable energy and energy efficiency, water management, agri-business, commercial forestry and or in waste management will be a plus.
- d. Gap Analysis - The Consultant will be part of the gap analysis sessions together with KCIC staff. From this gap analysis, the Consultant will prepare gap analysis briefs and baseline survey reports for every client which will be used as a guide throughout the TA/mentorship programme. The reports will consist of both quantitative and qualitative data to be used when evaluating the programme.

## **II. Phase 2 – Execution**

The following activities shall be executed during this phase:

- a) Induction of Business Mentors/Consultants;
- b) Selection by KCIC of its clients who will participate in the TA/mentorship programme;
- c) Mentors/SME advisors and Mentees Matching Forum;
- d) Programme Launch. This workshop will involve the following activities;
- e) Induction of SME consultants/mentors, mentees and KCIC staff on the mentorship programme;
- f) Speed Dating Forum / Mentor and Mentee Matchmaking.
- g) 8 Individual sessions per mentee, 3 Group Mentorship and 3 Technical sessions;

h) Mid-term forum / evaluation.

### **III. Phase 3 – Monitoring and Evaluation**

The Consultant shall be responsible for the monitoring and evaluation activities of the TA/mentorship programme, working in consultation with KCIC. The monitoring and evaluation activities will include but not limited to:

- a. Meetings – The Consultant shall ensure that regular meetings are held with KCIC client services team to review the progress of the programme and, where necessary, take corrective action to keep the programme aligned to its overall goals and objectives.
- b. Journals – The Consultant shall ensure that journals are signed at the end of every individual and group TA/Mentoring session.
- c. Video documentary- The Consultant shall ensure that video documentaries of the programme are captured for the individual and group sessions.
- d. Reports – The Consultant shall, at a minimum, submit to KCIC monthly progress reports, in addition to a comprehensive final report at the end of the ten months.
- e. Case Studies – The Consultant shall develop relevant case studies for each enterprise on board the programme. These case studies will be documented to profile programme success in terms of effectiveness and efficiency of the programme and how it impacted on the mentees' businesses.
- f. Baseline data taken during programme inception and at the end of the programme.



## **B. KCIC**

- a) KCIC shall select clients to undergo the TA/Mentorship programme.
- b) KCIC shall work closely with the selected clients to enlist their active participation in the mentorship programme.
- c) KCIC shall, where applicable, work with the Consultant to ensure corrective action is taken to resolve challenges that arise during the mentorship programme.
- d) KCIC client service department shall provide backstopping for this programme.

### **5. Expected Consultant's Deliverables and Output**

By the end of the consultancy, the following outputs should be delivered to the satisfaction of KCIC:

- a) An inception report detailing the methodology and milestones over the 10 months programme period.
- b) Mentorship and technical assistance programme design tailored to the customer needs.
- c) Work plan for the 10 months implementation period including time estimates required for all the stages of the work;
- d) Budget and resources outlay.
- e) End of project report, detailing the type of TA/Mentorship provided to each client, benefits derived, challenges faced, and to include clear recommendations and action plan for each recommendation. End baseline report should be provided at the end of the programme.
- f) All other deliverables and reports specified in the Scope of Works and/or Inception Report.

### **6. Duration and timelines**

The programme is expected to run for a duration of 10 months beginning July 2021.

### **7. Reporting Arrangements**

The consultancy will be carried out under the broad guidance and direction of KCIC Director Client Services.

## 8. Qualifications or Specialized Knowledge

Proposals for this 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 startups 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

## 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](mailto:procurement@kenyacic.org) with subject title **RFP 079 Greenbiz Mentorship Programme for KCIC Clients** by **Monday 14<sup>th</sup> 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.

## 10. Criteria for Evaluation

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.