



KENYA PRIVATE SECTOR ALLIANCE

TERMS OF REFERENCE

**INDIVIDUAL CONSULTANCY ASSIGNMENT: CONSULTANCY FOR TRAINING OF COACHES
SUPPORTING SMES IN THE TWENDE DIGITAL PROJECT.**

PROJECT: TWENDE DIGITAL PROJECT

REF NO: KYEEAP/TWD/01/10/02/2025

DATE: 10/02/2025

Terms of Reference (ToR): Consultancy for Training of Coaches Supporting SMEs in the Twende Digital Project.

1. Introduction

The Kenya Private Sector Alliance (KEPSA) is the apex body for the private sector in Kenya. KEPSA brings together local and foreign business associations, federations, chambers of commerce, professional bodies that are sectoral umbrella bodies and individual sectoral business membership organizations, corporates, from multinationals to large and medium sized companies, SMEs, and start-ups from all sectors of the economy, across all parts of the country. This gives KEPSA a reach of over 2 million businesses directly and indirectly. KEPSA also serves as the national focal point of the East Africa Business Council (EABC), the umbrella body of businesses in East Africa. It hosts the International Chamber of Commerce (ICC) Kenya Chapter, a member of the ICC with a reach of over 45 million businesses globally.

KEPSA coordinates businesses to speak with one voice and engage local and foreign governments, development partners, and other stakeholders on cross-cutting policies, laws, and regulations for private sector development. It allows sectoral business organizations to engage in sectoral issues.

Additionally, KEPSA runs projects for the private sector and the country's socioeconomic development, such as youth and jobs and climate change initiatives. It does this by being the focal point for all stakeholders to reach businesses in a coordinated manner. Through the projects, KEPSA supports business development with opportunities for training and capacity building, networking, financial linkages, mentorships and coaching, access to markets, value chain enhancement, and investment opportunities with partners worldwide.

KEPSA invites proposals from **competent individual consultants** to conduct mentorship training to coaches that are supporting SMEs within the Twende Digital Project in Kenya. The consultant will explore the mentorship ecosystem within the Kenyan context to gain a comprehensive understanding of effective mentorship practices for SMEs. By addressing the unique challenges and opportunities faced by Kenyan SMEs, this training aims to develop strategic frameworks that align mentorship programs with the dynamic needs of the local business environment. The insights gained will foster meaningful collaborations, enhance business resilience, address skill gaps, and empower SMEs to drive sustainable economic growth in Kenya.

1. Background

The Twende Digital project is implemented by the Kenya Private Sector Alliance (KEPSA) in partnership with Twiva, a social commerce company. The project acts as a linkage between the demand and supply side of the economy by facilitating 400 SMEs to leverage on social commerce and increasing opportunities for 3,046 young people to secure dignified and fulfilling work. This is achieved by enhancing the productivity and performance of scalable enterprises through adoption of digital technologies and leveraging social media influencers to market and resell goods and services on behalf of SMES through a social commerce platform.

Small and Medium Enterprises (SMEs) are critical to economic development, contributing significantly to employment and GDP. However, SMEs often face challenges in scaling their operations and accessing markets, financing, and skilled labour. Mentors and coaches play an essential role in addressing these challenges by guiding SMEs and fostering their growth.

To strengthen the capacity of mentors and coaches supporting SMEs, we seek to provide targeted training to enhance their mentorship skills, knowledge, and effectiveness. This training will focus on equipping mentors and coaches with the tools to address the specific needs of SMEs.

2. Objectives of the Assignment

The primary objective of this consultancy is to equip coaches with the necessary skills, knowledge, and tools to effectively mentor SMEs in Kenya. Specifically, the consultant will:

- Develop a structured training manual that coaches will use as a reference in their mentorship work with SMEs.
- Design and deliver a comprehensive Mentorship training focused on mentorship techniques, digital adoption, and SME best practices.
- Equip coaches with problem-solving tools and frameworks to help SMEs address common business challenges and scale effectively.
- Provide strategies for assessing SME needs and tailoring mentorship approaches to foster sustainable growth.
- Introduce digital transformation strategies that SMEs can adopt to improve operations, market access, and financial management.

3. Scope of Work

The consultant will be responsible for designing and delivering a comprehensive mentorship training program that equips coaches with the necessary skills, knowledge, and tools to support SMEs. The training will focus on enabling SMEs to digitize their operations, improve productivity, access markets, and adopt best business practices.

The consultant will undertake the following tasks:

a) Conduct a Needs Assessment for SME Mentorship & Digital Adoption

To develop a training program that is relevant, practical, and impactful, the consultant must first conduct a thorough needs assessment to:

- Identify mentorship skill gaps among existing coaches and determine the areas where they need capacity building.
- Analyse SME challenges in adopting digital tools, accessing markets, financial management, business operations, and sustainability.
- Engage key stakeholders (coaches, SME owners, industry experts) to gather insights on common mentorship challenges and effective solutions.
- Review existing mentorship frameworks and best practices that can be adapted to the local SME ecosystem.

This assessment will serve as the foundation for designing a customized, data-driven training curriculum that aligns with the realities of SMEs in Kenya.

b) Develop a Comprehensive Mentorship Training Curriculum & Manual

Based on the findings from the need's assessment, the consultant will develop a structured, practical, and easy-to-use mentorship curriculum that coaches can apply in their work. The curriculum should:

- Provide a step-by-step mentorship framework tailored to SMEs, covering key areas such as business planning, financial literacy, digital transformation, and customer engagement.
- Incorporate digital tools and strategies, including e-commerce, social commerce, digital marketing, and financial technology (FinTech) adoption for SMEs.
- Include real-life case studies and role-play exercises to make training relatable and actionable.

- Feature problem-solving techniques that enable coaches to help SMEs overcome operational bottlenecks.
- Outline measurable mentorship outcomes to track SME progress over time.

In addition to the curriculum, the consultant will develop a structured training manual that coaches can use as a reference guide while mentoring SMEs. The manual will include:

- Practical mentorship techniques for guiding SMEs through business growth and digital adoption.
- Checklists, templates, and business assessment tools to help mentors track SME progress.
- A troubleshooting guide with solutions to common SME challenges.

c) Deliver an Interactive, Practical, and High-Impact Training Program

The consultant will facilitate a two-day intensive training session designed to equip coaches with hands-on skills. This training will:

- Be highly interactive, incorporating group discussions, case studies, and hands-on activities.
- Demonstrate digital adoption strategies that SMEs can implement, including the use of social media for sales, e-commerce platforms, and digital payment systems.
- Teach effective mentorship techniques, including goal setting, business coaching, performance tracking, and accountability frameworks.
- Equip coaches with leadership, communication, and problem-solving skills for mentoring SMEs.
- Use real-life SME case studies to illustrate common challenges and how to overcome them.
- Provide digital tool demonstrations, ensuring coaches understand and can teach SMEs how to leverage technology effectively.

By the end of this training, the coaches should be fully prepared to mentor SMEs, help them digitize, and implement best business practices.

4. Key Deliverables

- i. **Training Manual & Curriculum:** The consultant will develop a structured training manual and curriculum covering mentorship strategies, SME digital adoption, problem-solving frameworks, and best practices.
- ii. **Needs Assessment Report:** A needs assessment report will identify key challenges faced by SMEs and skill gaps among coaches, providing insights to shape the training program.
- iii. **Interactive Training Sessions:** The consultant will deliver a two-day practical training, using case studies, role-plays, discussions, and real-life SME scenarios to enhance learning.
- iv. **Mentorship Toolkit & Resource Guide:** A comprehensive toolkit with mentorship templates, SME assessment checklists, and digital adoption strategies will be provided for ongoing support.
- v. **Post-Training Report & Recommendations:** A post-training report will summarize key insights, participant feedback, and recommendations for improving mentorship effectiveness.

5. Duration of the Assignment and Budget

The consultancy is expected to last for 7 days. Which includes,

- a) Needs Assessment report, Development of a training manual/curriculum for SMEs that will be used by the coaches on the ground.

- b) Presenting the approved manual/curriculum to coaches at a physical conference for 2 days.
- c) Delivery of a comprehensive training to coaches on tools and solutions based on common needs of Kenyan SMEs.

NOTE: *The consultant should be physically available on the 25th and 26th February 2025.*

Budget: The maximum total budget for this consultancy is **KES 240,000 (Kenyan Shillings Two hundred and Forty Thousand Shillings)**, which will cover all activities outlined in the Scope of Work, including the needs assessment, training manual development to be used by coaches when coaching SMEs, Training coaches on how to use the manual and documentation. The Consultants should ensure their financial proposals align with this budget.

6. Qualifications and Experience

The ideal consultant(s) should have:

- a) A minimum of 5 years of experience in mentorship, coaching, and SME development.
- b) Proven experience in designing and delivering training programs for SMEs in Kenya.
- c) Knowledge of the challenges and opportunities faced by SMEs locally.
- d) Strong facilitation, presentation and communication skills.
- e) A track record of successful mentorship or coaching initiatives.

7. Application Process

Interested consultants are invited to submit the following:

- a) A detailed proposal outlining the approach and methodology for the training.
- b) A financial proposal, including fees and other associated costs.
- c) CVs of the consultant.
- d) Evidence of previous experience, including at least two references and samples of similar work.

8. Evaluation Criteria

Proposals will be evaluated based on the following criteria:

- a) Relevance and quality of the proposed methodology (35%).
- b) Consultant's qualifications and experience (35%).
- c) Cost-effectiveness of the financial proposal (10%).
- d) Evidence of previous similar work and references (20%).

Documentation for submission

- a) Technical & Financial proposal
- b) CVs and supporting documents
- c) Professional Certification (Certificates)
- d) Brief Work plan
- e) At least three relevant reference letters

9. Submission Details

Proposals should be submitted by 16th February 2025 to procurement@kepsa.or.ke. Late submissions will not be considered.