



**TERMS OF REFERENCE (TOR) FOR IN-DEPTH ANALYSIS OF BUSINESS
ASSOCIATIONS UNDER THE KENYA SMALL BUSINESS DEVELOPMENT
CENTERS (KENYA SBDC) PROGRAM**

AUGUST 2023

1.0 Background

The Kenya Small Business Development Centers (Kenya SBDC) program aims to enhance the voice of the county-level private sector to create and advocate for a conducive business-enabling environment and enable them to increase investment, sales, and employment. The program recognizes the pivotal role of Business Associations (BAs) in promoting the growth and prosperity of their members and related business actors, as well as advocating for business-friendly policies and engaging in constructive dialogue with the government.

The purpose of this work order is to undertake an in-depth analysis of Business Associations at the National and County level in the counties of Nakuru, Makueni, and Kakamega. The analysis will identify the strengths and weaknesses of the BAs, their membership structures, cooperation with other entities, policy dialogues, strategic partners, and overall service delivery to their members. This analysis will enable the Kenya SBDC program to identify key areas that need strengthening and recommend steps to enhance the voice of the private sector in the target counties.

2.0 Objectives:

The main objectives of this in-depth analysis are as follows:

- i)** To perform an in-depth analysis of National Business Associations in Nairobi County.
- ii)** To perform an in-depth analysis of County Business Associations in Kakamega, Makueni, and Nakuru counties.
- iii)** To identify the key areas that require strengthening in the Business Associations.
- iv)** To recommend to the Kenya SBDC program the next steps for enhancing the voice of the private sector in the target counties.

3.0 Approach:

The analysis will be conducted through a combination of visits to the Business Associations' offices in the selected counties. The following activities will be undertaken during the analysis:

- Analyze the internal capacities and gaps in the areas of governance, women and youth inclusivity in leadership, lobbying, advocacy, communication strategies, and financial management.
- Assess the membership structures, cooperation with other BAs and the counties, sustainability, and overall service delivery to their members. This includes evaluating membership attraction, participation, and retention strategies.
- Evaluate the key existing and potential products or services for the BAs or their members, including the current technologies being used for production.

- Assess the trade participation of BAs or their members at Local, Regional, and International markets, as well as the approaches used to access market opportunities.
- Evaluate their participation in national and county policy dialogues and how BAs engage decision-makers.
- Identify key strategic partners for BAs and assess their value proposition.
- Based on the findings, propose areas of institutional strengthening for the BAs.

4.0 Terms of Reference:

The selected consultant(s) will be responsible for carrying out the in-depth analysis of Business Associations in the target counties. The consultant(s) shall have relevant experience in conducting similar assessments, and the analysis will cover the areas specified in the Scope of Work.

5.0 Specific Tasks:

The specific tasks to be undertaken during the analysis are as follows:

- Conduct visits to the BAs' offices in Nairobi County.
- Conduct visits to the BAs' offices in Kakamega, Makueni, and Nakuru Counties.
- Engage with key stakeholders, including BA representatives, members, and government officials.
- Collect data through interviews, surveys, and focus group discussions.
- Analyze the collected data to assess the internal capacities and gaps of the BAs.
- Evaluate the membership structures, cooperation with other entities, and service delivery.
- Analyze trade participation and policy dialogue engagement of the BAs.
- Identify key strategic partners and their value proposition to the BAs.
- Propose areas of institutional strengthening based on the findings.

6.0 Deliverables:

The consultant(s) will be required to provide the following deliverables:

- An inception report detailing the proposed methodology and work plan after contract signing.
- A comprehensive analysis report on the BAs at the National and County levels after completing data collection.
- A presentation of the analysis report to relevant stakeholders.
- A final report incorporating feedback received during the presentation.

7.0 Milestones:

The following milestones will be observed during the analysis process:

Induction of the Consultant	September 2023
Inception report submission and approval	October 2023

Work plan submission and approval.	October 2023
Completion of data collection and analysis.	October 2023
Presentation of the analysis report.	November 2023
Submission of the final report.	November 2023

8.0 Qualifications of the Lead Facilitator:

The Lead Facilitator(s) should possess the following qualifications:

- A minimum of a Bachelor’s degree in a relevant field from a recognized University.
- A strong background in conducting similar assessments or research related to private sector development, business associations, or economic development.
- Extensive experience in organizational analysis and capacity-building of Business Associations or related entities.
- At least 8 years of demonstrable working experience in design, evaluation and implementation of private sector strategies.
- Evidence of having developed at least two similar assessments in the last 3 years.
- Excellent analytical and report writing skills.
- Familiarity with the Kenyan private sector landscape, particularly Business Associations.
- Strong communication and presentation skills.
- Ability to work independently and deliver results within the specified timeframe.

9.0 Performance period and Working Arrangements

The tentative starting date of the assignment is **25th September 2023**. The consultant will need to provide the services requested including final reporting within 60 days, spread over 2 months from the starting date. Working closely with the Kenya SBDC Policy Specialist, the Consultant will undertake the described assignments as per the Terms of Reference.

10.0 Submission

Submit a technical proposal detailing the consultant’s approach to the assignment, financial proposal, CV(s) of key personnel and KRA PIN

In addition to the above, a firm must submit; Certificate of Incorporation/ Business Registration, Tax Compliance Certificate, Business permit, CR 12 Form, KRA PIN, and the firm shall not be sanctioned or blacklisted by any government or institution.

Potential consultant(s) must submit their proposals and mandatory attachments to Kenya SBDC program on **Careers SBS <careersbs@strathmore.edu>** by **15th September 2023** quoting **“In-depth Analysis of Business Associations under the Kenya SBDC”** in the email subject line.