



TERMS OF REFERENCE FOR RETIRED EXPERT AND MENTORSHIP PROGRAM 2022 COHORT

BACKGROUND

The Kenya Association of Manufacturers (KAM) is a private sector Business Membership Organization established in 1959 to unite industrialists and serve as a common voice for manufacturing and other value-add sectors in Kenya. Since then, KAM has been serving as the representative voice of the manufacturing value-added industries in Kenya boasting a robust working relationship with the Government of Kenya (GoK) and other civil society stakeholders. This has provided an essential link for cooperation, dialogue, values understanding with Government, promoting trade and investment, upholding standards, and representing the views and concerns of its members to the relevant authorities within the East African region.

KAM members are categorized into 14 sectors, 13 of which are in processing and value addition while the other two offer essential services to enhance formal industry. Sub-sectors are defined by the type of raw materials companies import or the products they manufacture.

Kenya Association of Manufacturers also plays a crucial role in advocating the government to create an environment conducive to entrepreneurship and SME development to secure the future of industry. KAM set out to provide strategic leadership in supporting Manufacturing SMEs towards inclusive global competitiveness.

SME development offers value added services to growth oriented and market ready manufacturing SMEs. It is geared towards preparing, nurturing, and growing businesses to take full advantage of new emerging market frontiers both locally and in the international space.

The mission is to foster the development of a flourishing entrepreneurial culture and competitive small and medium manufacturers in Kenya and in the region.

1. RATIONALE.

MSMEs play a major part in promoting growth in Kenya's economy, and account for most businesses across the country. In 2016, MSMEs employed approximately 14.9 million people with 11.8% being in the manufacturing industry. The impact of Covid-19 on these MSMEs is felt much harder than larger manufacturers. Although laying off employees would be considered as a last resort, MSME manufacturers are struggling with retaining their staff with the casual workforce being hit the hardest. Access to finance is far more difficult for MSMEs as they are considered as high-risk enterprises due to their lack of tangible assets that can act as collateral. With the added challenge of collecting cash from their debtors, having adequate working capital to pay their bills is evidently lower and is even worsened by the Global Covid-19 Pandemic.

MSMEs are at a higher risk of buckling under the pressures of low demand, decreased turnover, and rising costs. Nascent businesses need to be further looked into to understand how they are coping with the current challenges. For those that are unable to do this, further downscaling and even closing may be the only option. Considering the contribution of MSMEs to the socio-economic development, employment, and livelihoods, it is imperative that cushioning them from the negative effects of Covid-19 pandemic is the most rational action. While the government has instituted many measures towards this objective, the private sector and development partners are equally called to supplement the public sector initiatives to secure the MSMEs, incomes, jobs, and employment hence livelihoods.

KAM therefore seeks to ensure survival of manufacturing MSMEs and forestall total collapse of demand (consumption) and create preconditions for a robust recovery in business, incomes, jobs, and employment by **conducting Retired Expert matching forum and Mentorship session.** We are therefore seeking the services of a consultant to provide technical assistance as follows:

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3.0 SCOPE OF THE ASSIGNMENT

3.1 Objectives of ½ day Mentorship Forum

- a) The objective of the mentorship forum is to connect a manufacturing SME owner with business leaders who have volunteered to contribute to the diversity and inclusion in the manufacturing sector.

- b) Evaluate the effectiveness of the program and identify areas of continual improvement.
- c) Continuous capacity building for the SMEs through sharing knowledge and experiences with business leaders.
- d) Re-emphasize the purpose of the program especially to the business owners who are the beneficiaries of the program and seek more participation and commitment in the program.
- e) Share success stories and statistics of mentorship programs from other parts of the world and encourage more participation from both parties.

3.1.1 Expected outcome

- Program evaluation report with identified areas of improvement
- Proposal for program improvement in line with the identified areas of improvement
- Matchmaking report for the Mentors and the Mentees
- Document the impact of the program and develop evaluation metrics for the program

3.2 Objectives of 1-day Retired Expert Forum

- a) To discuss feedback reports from the previous cohorts of SMEs and Experts that were matched and draw lessons and areas of program improvement.
- b) Continual support to the SMEs in bridging the knowledge and skills gap as well as capacity building.
- c) Induct new Experts and SME into the program and create and maintain a network of experts with specific knowledge and skills who are readily available to engage on a need basis.
- d) Match making - 2022 cohort

3.2.1 Expected Deliverables

- a) Progress report for the program with proposals for improvement
- b) Updated program database of experts
- c) Document areas of program impact to the businesses that have received expert advice.

3.3 Deliverables

- i. Be familiar with the KAM Retired Expert Program and Mentorship Program
- ii. Define the plan or strategy he/she will use to run the session, ensuring an interesting exchange of information with the active participation of the audience
- iii. Research relevant information on other similar programs (retired expert program and Mentorship program)
- iv. Prepare the 2 reports
 - a. Retired Expert Forum
 - b. Mentorship Forum

3.4 Desired Outcomes from the Investor Readiness Workshops

- i. The SMEs will understand how to map potential funding partners.
- ii. Businesses will have gained the necessary skills to prepare winning pitches.
- iii. Feasible financial linkages for the businesses present.

4.0 METHODOLOGY

The assignment will require Retired Expert and mentorship methodologies literature review. It will further involve consultations with KAM secretariat on the 1.5-day program/agenda for experiences and ideas.

5.0 DURATION OF THE ASSIGNMENT

The assignment will be for **one and half (1.5) days. 17th and 18th November 2022.**

6.0 REPORTING.

The consultant will be directly reporting to the Head of KAM Consulting Services and SME Development Executive.

7.0 QUALIFICATION AND EXPERIENCE

- The consultant should be a holder of a graduate degree or Postgraduate BCom-Finance, Entrepreneurship or development studies or economics or strategic management from a recognized University.
- He/She should have over 5 years' experience in developing and institutionalizing such programs within or without Kenya.

- The consultant also needs to demonstrate ample experience in designing and institutionalizing SME programs.

8.0 APPLICATION FOR CONSULTANCY

Interested consultants are requested to submit soft copy (to procurement@kam.co.ke and cc nduta.ndirangu@kam.co.ke , liz.mbithi@kam.co.ke) by **Friday 4 November 2022**.

a. Technical proposal

- Description of the firm and qualifications
- Copy of company certificate of incorporation
- Tax compliance certificate (Valid)
- Statutory KRA PIN and VAT certificate copies
- Brief description of understanding of the requirements for services, including assumptions
- Proposed approach and methodology
- CV of the consultant
- Executive brief of relevant similar projects undertaken in the past 2 years.

b. Financial proposal

- A summary of the price.
- The period of its validity