

TERMS OF REFERENCE FOR PROVISION OF ORGANIZATIONAL CAPACITY ASSESSMENT SERVICES

REF: ASSEK/CP/2024/02



1. INTRODUCTION

The Association of Startup and SMEs Enablers of Kenya (ASSEK) is an association dedicated to uniting and advocating for the interests of 120+ Entrepreneur Support Organizations (ESO). The ESOs contribute significantly to the development and expansion of startups and SMEs to achieve a socio-economic breakthrough to support job creation and achieve developmental impact.

As a pivotal force in nurturing the startup and SME enablers ecosystem in Kenya, ASSEK plays a crucial role in representing all actors within the Kenyan entrepreneurship ecosystem. This is achieved through policy and advocacy for a conducive enabling business environment and the active promotion of nationwide networking among its members.

The Association's mission is to be the voice and support of startup enablers and their clients in Kenya and beyond through advancing innovation and entrepreneurship as a key driver of economic and social development.

2. BACKGROUND AND CONTEXT

The Ministry of Investments Trade and Industry (MITI) has partnered with The Association of Startup and SMEs Enablers of Kenya (ASSEK) on the Kenya Industry and Entrepreneurship Project (KIEP), a cutting-edge government initiative funded by World Bank, that will focus on identified constraints and support innovation and productivity growth in the country, reflecting the importance that the government places on supporting programs that respond to the evolving economic opportunities, and support innovation and productivity in enterprises to boost job creation and growth.

Through the cumulative efforts of the Association initiatives and interventions, there is increased inclusion in the ecosystem, standardization of approaches, collaboration in attracting investment opportunities, job creation that are in line with the national and continental frameworks, continued value addition to local and international stakeholders enabling the innovation space in Kenya as well as policy-makers, enterprise support organizations (ESO's), financial supporters and more.

The partnership between the Ministry through the KIEP project and ASSEK aims to strengthen the entrepreneurship ecosystem, increase the firm-level innovation and productivity and develop technically skilled talent in the country.

It is against this backdrop that the Association would like to conduct an Organizational Capacity Assessment to strengthen ASSEK's governance and leadership, enhance operational efficiency and effectiveness and develop a concrete, feasible, and time-bound capacity development plan for improvement.

The needs assessment aims to:

1. Strengthen ASSEK's governance and leadership
2. Enhance operational efficiency and effectiveness
3. Assess the knowledge, skills, and resources of staff
4. Evaluate the effectiveness of internal learning and development initiatives
5. Use the OCA findings to develop a concrete, feasible, and time-bound capacity development plan for improvement.
6. Create a tool to track progress and measure the impact of implemented changes.

3. SCOPE OF WORK AND DELIVERABLES

This is a 1-month consultancy with the deliverables to be achieved in that duration. The consultant will be expected to undertake the assessment of the following key organizational units or functions:

1. ASSEK's Governance and Leadership

- Board effectiveness assessment report: Analyze board composition, roles, and responsibilities. Identify areas for improvement in strategic oversight, decision-making, and communication.
- Governance framework recommendations: Propose changes to policies, procedures, and protocols to enhance transparency, accountability, and effectiveness.
- Leadership development plan: Outline training programs and mentorship opportunities for board members and leadership team to strengthen their skills and knowledge.

2. Operational Efficiency and Effectiveness

- Operational efficiency review report: Analyze processes, resource allocation, and technology usage. Identify opportunities for streamlining, cost-saving, and performance improvement.
- Technology roadmap: Recommend technologies or tools to enhance efficiency, communication, and data management.
- Financial sustainability plan: Develop strategies for optimizing resource allocation, diversifying funding sources, and ensuring financial stability.

3. Human Resource: Knowledge, Skills, and Resources of Staff

- Skills gap analysis report: Identify the knowledge, skills, and resources needed for optimal performance in key roles.
- Training needs assessment: Evaluate individual and team training needs based on skill gaps and identified priorities.
- Resource inventory: Compile a comprehensive inventory of existing resources, including technology, tools, and training materials.

4. Effectiveness of Internal Learning and Development Initiatives

- Learning and development program evaluation report: Assess the effectiveness of existing training programs in terms of participant satisfaction, knowledge gained, and impact on performance.
- Recommendations for improvement: Propose changes to program design, delivery methods, and evaluation strategies to enhance their effectiveness.

- Knowledge sharing and collaboration plan: Develop strategies to encourage knowledge sharing and collaboration between staff and volunteers, leveraging internal expertise more effectively.
5. Concrete, Feasible, and Time-Bound Capacity Development Plan
- Prioritized capacity development needs: Identify the most critical areas for improvement based on OCA findings and organizational priorities.
 - Actionable development strategies: Develop specific, measurable, achievable, relevant, and time-bound actions to address identified needs.
 - Implementation plan with timelines: Outline the steps and resources required to implement the development plan within a defined timeframe.
6. Track Progress and Measure the Impact of Implemented Changes
- Monitoring and evaluation framework/ tool: Development of a tool that will define key performance indicators (KPIs) aligned with capacity development objectives to track progress and measure the impact of implemented changes.
7. Facilitation of a workshop with stakeholders to develop a multi-year implementation plan based on the capacity building plan.

4. METHODOLOGY

The selected service provider must:

1. The process should be consultative and participatory with ASSEK.
2. Describe how it will address the demands of the TOR, including performance characteristics, reporting conditions, and quality assurance mechanisms.
3. Facilitate the active engagement of all members in the capacity assessment and development process. Include a review of secondary information available.
4. Adopt a combination of participatory tools and methodologies (e.g., desk research, self-assessment, SWOT analysis, stakeholder analysis, interviews with key stakeholders) and group facilitation techniques to promote participation and buy-in.
5. Coordinate and work closely with the ASSEK secretariat throughout the entire capacity assessment process.

5. OVERALL ENGAGEMENT PROCESS

The assessment process will be organized as follows:

1. Advertisement for consultants and submission of applications.
2. Selection of the consultant.
3. Signing of the contract with the consultant.
4. Submission of a detailed inception report, work plan and assessment methodology by the consultant.

5. Agreement on the draft work plan and assignment methodology.
6. Execution of the assignment as per the agreed work plan, with revisions as necessary.
7. Submission of a final report for the consultancy for approval by ASSEK.

6. CONSULTANT REQUIREMENTS

The minimum qualifications of the consultant or organization is listed below:

1. Minimum of 7 years of experience conducting organizational capacity assessments (OCAs) for non-profit organizations or association.
2. Proven experience working with similar organizations in the startup and SME development sector.
3. Demonstrated expertise in research, data collection, analysis tools and techniques and report writing.
4. Excellent communication, interpersonal, and facilitation skills.
5. Knowledge of best practices in governance, leadership, operational efficiency, and capacity development.
6. Solid experience in Evidence based decision making
7. Solid experience in Monitoring and Evaluation
8. Familiarity with methods and tools for participatory self-assessment.
9. Ability to design and facilitate interactive workshops and focus group discussions.
10. Excellent written and verbal communication skills
11. Experience in working with stakeholders from diverse backgrounds.

7. TECHNICAL ASSESSMENT

The application will be assessed on the following criteria:

1. Quality and relevance of the proposed methodology
2. Description (Expertise) in relation to attainment of deliverables outlined by this ToR
3. Qualifications and competence of the key staff for the assignment
4. Realistic Financial Proposal

8. APPLICATION

Proposals must include the following:

1. Technical approach and methodology (Not more than 8 pages)
2. The profile of the consultant(s) and executive brief of similar projects undertaken
3. Detailed work plan with clear timelines and deliverables
4. Submit the financial proposal as a separate document
5. As Annexes, kindly include the Curriculum Vitae (CV) of the lead consultant and case studies of fundraising work conducted with organizations.
6. At least two reference letters from past clients.



Submit your complete proposal to admin@assek.ke with the subject line: **ASSEK OCA Consultancy. Extended Deadline** for submission is **11th March, 2024 at 5pm EAT.**

Any queries or clarifications can be directed to the same email address listed.

Please note only successful candidates will be contacted.