

Selection of Consultants

Technical Assistance Mission

Middle Management Training

for Juhudi Kilimo

Kenya

August 2015

With the Support of



No. JUHUD/10/2015/KEN/AF

Letter of Invitation

Kigali, August 14, 2015

Dear Sir or Madam:

1. The Grameen Credit Agricole Foundation (hereinafter called ‘the client’) has received funding (hereinafter called “the funds”) from the French Development Agency (hereinafter called “the Agency”) toward the financing partly the cost of Technical Assistance mission in the framework of the African Facility and intends to apply a portion of the funds to eligible payments under the contract for which this Request for Proposals is issued.
2. The Foundation now invites proposals to provide the following consulting services: Middle Management Training for Juhudi Kilimo, Kenya. More details on the services are provided in the Terms of Reference.
3. This Request for Proposal (RFP) has been addressed to the following short-listed Consultants: CONFIDENTIAL
4. A firm will be selected under selection based on consideration of quality and cost (SBQC) and procedures described in this RFP.
5. The RFP includes the following documents:
 - Section 1 - Letter of Invitation
 - Section 2 - Instructions to Consultants (including Data Sheet)
 - Section 3 - Technical Proposal - Model Forms
 - Section 4 - Financial Proposal - Model Forms
 - Section 5 - Terms of Reference
6. Please inform us upon receipt:
 - (a) that you received the Letter of Invitation; and
 - (b) whether you will submit a proposal alone or in association.

Yours sincerely,

Kathrin Gerner, Senior Expert for Eastern and Southern Africa

Instructions to Consultants

DATA SHEET

Paragraph Reference	
1.1	<p>Name of the Client: <u>Grameen Credit Agricole Microfinance Foundation represented by Kathrin Gerner, Senior Expert for Eastern and Southern Africa</u></p> <p>Method of selection: <u>selection based on consideration of quality and cost (SBQC)</u></p>
1.2	<p>Designation, objectives and brief description of the assignment are as follows: <u>Middle Management Training for Juhudi Kilimo</u></p>
1.3	<p>The Client will provide the following inputs and facilities: <u>Access to training participants prior to the training, relevant policies and procedures, other relevant documents requested by the Consultant.</u></p>
2.1	<p>Clarifications may be requested not later than <u>2</u> days before the submission date.</p> <p>The address for requesting clarifications is: <u>Kathrin Gerner, P.O. Box 3512, Kigali, Rwanda</u> <u>Tel: +250 784 11 74 14</u> <u>E-mail: kathrin.gerner@gmail.com</u></p>
3.1	<p>Proposals shall be submitted in the following language: <u>English</u></p>
3.3 (i)	<p>The estimated number of professional staff-months required for the assignment is: <u>6 training days</u></p>
3.3 (ii)	<p>The minimum required experience of proposed professional staff is: <u>10 years of experience in training for microfinance institutions</u></p>
3.3 (iii)	<p>Reports that are part of the assignment must be written in the following language(s): <u>English</u></p>
3.4 (vii)	<p>Training is a major component of this assignment: <u>Yes</u></p>

3.8	Consultants shall state their price component for cost incurred in Euro and if necessary in local currency. Consultants who intend to incur cost in other currencies for the assignment may state the corresponding price component in Euros.
3.10	Proposals must remain valid 60 days after the submission date.
4.3	Consultant must submit an electronic version of the Proposal.
4.5	<p>The Proposal submission address is: <u>kathrin.gerner@gmail.com and ami.faciliteafricaine@credit-agricole-sa.fr</u></p> <p>Proposals must be submitted no later than the following date and time: <u>August 28, 2015, 5:00pm EAT</u></p>
5.1	<p>The address for contacting the Client is:</p> <p><u>Kathrin Gerner, P.O. Box 3512, Kigali, Rwanda</u></p> <p><u>Tel: +250 784 11 74 14</u></p> <p><u>E-mail: kathrin.gerner@gmail.com</u></p>
6.1	<p>Address for contract negotiations:</p> <p><u>Kathrin Gerner, P.O. Box 3512, Kigali, Rwanda</u></p> <p><u>Tel: +250 784 11 74 14</u></p> <p><u>E-mail: kathrin.gerner@gmail.com</u></p>
7.2	<p>Expected date and location for commencement of consulting services:</p> <p><u>October 5, 2015, in Nakuru, Kenya</u></p>

Terms of Reference

A. BACKGROUND AND RATIONALE

Juhudi Kilimo is a microfinance institution that provides financial solutions to the smallholder farmers and small-to-medium sized agro-enterprises throughout Kenya. Juhudi Kilimo operates exclusively in very rural areas, giving smallholder farmers access to the credit they need to acquire income and wealth generating assets, thus improving their livelihoods.

Juhudi Kilimo's model of business is unique from other mainstream MFIs as the institution focus mainly on the agri-business for the rural smallholder farmer and agro enterprises. Juhudi Kilimo has 20 branches spread over four regions with a total of 157 employees.

Half of the branches were opened in the last two years. More than 85% of Juhudi Kilimo's staff were also employed in the last three years. Majority of these staff did not have any micro finance background while others joined us as their first job.

This aggressive growth may have strained the talent of the business as majority of the managers heading these branches were sourced internally meaning they did not have any prior management skills not to mention that they had hardly been in the business for long. Since we had to hire additional staff for the new branches, the newly hired managers without much experience may have not been able to train, coach and mentor the newly employed staff adequately.

This has resulted in capacity gaps across Juhudi Kilimo's business as well as lack of best practices bringing about lower productivity of the institution in general.

B. OVERALL OBJECTIVE

Juhudi Kilimo's overall objective is to build capacity on its existing middle management (branch managers and supervisors), bridge the gaps already existing and establish best micro finance practices across the organization. Sharpening these skills will ensure that the managers whose main role is to get results through others will be able to coach and mentor their talent and optimize their capacity. Juhudi Kilimo's will also be able to instil best MFI practices across the organization so that the institution can be able to grow the business in a sustainable manner.

C. SPECIFIC OBJECTIVES

1. Conduct a pre-assessment to:
 - a. Split the 30 participants into two groups according to seniority and skill level

- b. Understand their specific needs and expectations
 2. Develop a 3-day course (training content and relevant instructional materials) for each group, including the following areas:
 - a. Leading and managing people
 - Leadership vs. management
 - The role of a manager (coach, mentor, enabler)
 - Achieving results through others (building a winning team)
 - Building leadership trust
 - Performance management
 - b. Managing for value
 - Business management
 - Profitability
 - Optimization of staff
 - Growing a strong balance sheet
 - Cost management
 - c. Decision making and time management
 - d. Conflict resolution and problem solving
 - e. Change management and communication
3. Deliver the training.

D. DELIVERABLES

1. Training report
2. Signed attendance sheet
3. Participant training evaluation
4. Training presentation

E. LOCATION

The pre-assessment, development of content and final report can be done remotely. The actual training shall be held in Nakuru, where Juhudi Kilimo will arrange for an appropriate venue.

F. TIMEFRAME

The training shall take place during the first week of October: From Monday, October 5, to Wednesday, October 7, for the first group. From Thursday, October 8, to Saturday, October 10, for the second group.