

Market orientation - Strategic Organizational Management Expert - ref. 202411005

Organisation: The Netherlands Enterprise Agency

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More information about RVO can be found on: www.rvo.nl and <http://english.rvo.nl/>.

Purpose of the notification

The purpose of this market orientation is to determine whether there are parties who can and want to carry out the work within the available budget, timeframe and requirements set.

Extent and duration

The project will commence once the contract has been signed and ends by the 1st of October, 2026.

Budget indication

max. € 70,000.- excluding Dutch VAT and including all local VAT and other costs.

Background

Following a multistakeholder workshop in June 2022, where project stakeholders came together to identify the most urgent needs of women in export value chains, CBI (The Centre for the Promotion of Imports from developing countries), the project's technical working groups, and the steering committee collectively decided to assess the value proposition for collaborative partnerships among associations representing export-oriented women entrepreneurs in Kenya. The assessment's objective was to explore the potential benefits, challenges, and opportunities for women business associations in Kenya to collaborate effectively in their efforts to expand export-oriented businesses and enhance economic empowerment. The findings of this assessment were presented at a validation workshop held on 24th July 2023 that underscored the importance of developing actionable recommendations based on the assessment findings.

Participants agreed that:

- Challenges exist between associations representing women in export, including limited resources and capacity, duplication of efforts, ineffective policy advocacy, and lack of offerings to meet specific member needs;
- Effective collaboration can address some of these challenges, including coordinated action around a common strategy, more effective policy engagement, and leveraging common resources; and
- Actions should be taken to enhance collaborative partnerships between these associations.

In the last 9 months working group members worked together on several topics e.g. financial sustainability, governance and to draft a strategic plan for this 'Umbrelly body'.

The One Voice Umbrella Body will be established to serve as a Collaboration Platform for associations that represent women in trade, particularly export-oriented women associations. This platform aims to enhance advocacy, capacity building, resource pooling, and overall coordination among women's associations in the trade sector. The body has a board of directors and is in the process of setting up a lean secretariat. One of the primary goals in its first year is to build a sustainable organizational structure, grow membership, and implement a pilot project to demonstrate value to potential members. The experts role will be to guide these key strategic processes, supporting effective development and sustainability of the organization

Purpose of the project

The expert will provide guidance to the board as the umbrella body of women associations establishes its foundational governance structures and enhances its operational effectiveness. The expert's role is advisory, guiding processes that will be implemented by the board and secretariat.

Goals and deliverables

The following results need to be achieved during the assignment:

The expert will submit a *quarterly report* at the end of each quarter, detailing the activities undertaken within the scope of work, with Monitoring, Evaluation, and Learning (MEL) activities ongoing throughout the year and recommendations for the next quarter.

A. The quarterly report shall cover:

- Board Governance Report:
 - Overview of board meetings organized and key outcomes achieved.
 - Details of capacity-building sessions delivered, including materials used, session outcomes, and feedback from participants.
- Organizational Development Progress Report
 - Documentation of the organizational structure developed, including defined secretariat roles and responsibilities.
 - Assessment of the effectiveness of the organizational framework and recommendations for further improvements.
- Membership Growth and Engagement Report
 - Status of membership recruitment and engagement activities.
 - Insights into the effectiveness of initiatives aimed at increasing the organization's value proposition to members.
 - Recommendations for improving membership growth, retention, and overall engagement.
- Pilot Project Report:
 - Update on the design, implementation, and performance of the pilot project.

B. Monitoring, Evaluation, and Learning (MEL) (in collaboration with the MEL experts)

- a. Lessons Learned Document: An evolving document capturing key lessons, challenges, and best practices to inform future strategies.
- b. End-of-Year Evaluation Report: A final assessment of the first year's achievements, along with specific recommendations for the next phase of development and strategic adjustments.

Activities

The contracted expert will provide guidance in the following key areas:

- *Board Operations*
 - Assist in the organization and facilitation of board meetings.
 - Guide the onboarding process for new board members, ensuring understanding of roles, responsibilities, and governance structures.
- *Capacity Building*
 - Facilitate capacity-building sessions for the board on governance, strategic planning, and oversight functions.
- *Organizational Structure and Governance*
 - Support the creation and refinement of organizational structures, including the establishment of a lean secretariat.
- *Membership Growth Strategy*
 - Advise on strategies/initiatives aimed at increasing membership engagement and value proposition.
- *Pilot Project*
 - Offer strategic guidance in identifying and designing a pilot project that demonstrates the value of the umbrella body to potential members.
- *Sustainability*
 - Offer guidance on a diverse range of income streams to improve the sustainability of the body.
- *Monitoring, Evaluation, and Learning (MEL)*
 - Design and implement a MEL framework to track progress, identify challenges, and capture lessons learned throughout the year in collaboration with the MEL team.

In case you possess demonstrable experience in similar projects you are invited to express your interest to the contact person mentioned below.

Requirements of the expert

General requirements

- Has demonstrable good communication skills in the English and preferably Swahili languages, both spoken & written;
- Is able to conduct in person meetings and activities on an ad hoc basis in Nairobi, Kenya;
- Has proven well-developed intercultural sensitivity skills;
- Has strongly developed political awareness and sensitivity;
- Is a team player who can cooperate in diverse team structures (information sharing, conflict solving);
- Has good reporting skills to communicate on activities, results and project progress;
- Is able to act flexible and adaptive if the situation requires so;
- Is familiar with the basics of the Market Systems Development (MSD) approach.

Specific requirements

- Has experience in providing organizational management support to a newly established organization by giving strategic guidance;
- Has experience in working with women associations and women entrepreneurs in Kenya;
- Has a good understanding of the challenges women entrepreneurs face in the export enabling environment;
- Has a large network is available within women associations in Kenya;
- Has proven experience in drafting income streams and revenue generating activities for new established bodies;
- Has proven knowledge of gender equality, gender mainstreaming, women's work and employment, gender relations in organizational settings;
- Has good knowledge of export sectors with high representation of women entrepreneurs, risks, market dynamics and buyer requirements in Kenya.

Application

Interested companies are invited to send an expression of interest to RVO by sending an e-mail to Quintin.Stoutjesdijk@rvo.nl of the Procurement Office and rwoerden@cbi.eu of CBI. Please state the name of the contact person of your company and his or her e-mail address.

Please only send a short message that you are interested including your CV/the CV of the expert to be used for this assignment.

In case of a follow-up process, no distinction will be made between parties that have or have not participated in the market orientation.

Deadline

The deadline for responding to this market orientation is set at **9 December 2024**.