



REPUBLIC OF KENYA

NATIONAL TREASURY & ECONOMIC PLANNING

SUPPORTING ACCESS TO FINANCE AND ENTERPRISE RECOVERY
(SAFER)

PROJECT IMPLEMENTATION UNIT

COMPONENT 3: TECHNICAL ASSISTANCE AND PROJECT
MANAGEMENT

BENEFICIARY – KENYA DEVELOPMENT CORPORATION (KDC)

TERMS OF REFERENCE

CONSULTANCY FOR COMMUNICATIONS AGENCY FOR APEX
INSTITUTION

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1. INTRODUCTION

1.1 Project

Supporting Access to Finance and Enterprise Recovery (SAFER) project development objective is to increase access to financial services and support COVID-19 recovery of Micro, Small, and Medium Enterprises (MSMEs) in Kenya.

SAFER is a five-year \$100 million IDA Credit that became effective in May 2022 that seeks to address market failures in access to finance by MSMEs that have been exacerbated by the negative impact of the COVID-19 pandemic.

1.2 Project Components

The SAFER Project comprises 3 components (with sub-components) as listed below:

- a) Component 1 – Innovation and Liquidity support to MSMEs
 - (i) Sub-Component 1.1: Liquidity support to microenterprises through digital channels
 - (ii) Sub-Component 1.2: Liquidity support to MSMEs through SACCOs and Micro Finance Banks (MFBs)
- b) Component 2 – De-risking lending to MSMEs
 - (i) Sub-Component 2.1: De-risking through support to the Partial Credit Guarantee Scheme (CGS) and company (CGC)
- c) Component 3 – Technical Assistance and Project Management
 - (i) Sub-Component 3.1: TA to the National Treasury to set up the Credit Guarantee Company (CGC)
 - (ii) Sub-Component 3.2: TA to Participating Financial Institutions (PFIs)
 - (iii) Sub-Component 3.3: TA to financial sector regulators
 - (iv) Sub-Component 3.4: Project Management

Component 3 of the SAFER focuses on providing technical assistance to build the resilient capacity of the MSME finance ecosystem beyond the lifecycle of SAFER.

These Terms of Reference are for a Communications Agency to provide support to the Kenya Development Corporation, as designated Apex Institution for the SAFER project.

1.3 Overview

a. The Kenya Development Corporation in SAFER project

The Kenya Development Corporation (KDC) is a state corporation established in 2020 to facilitate industrial and socio-economic development in Kenya. KDC achieves this by providing long-term financing, financial services, investment, and business advisory services across key sectors of the economy. KDC's mandate includes:

- 1) Promoting sustainable socio-economic development by providing development finance, infrastructure finance, and business support to SMEs and large-scale industries.
- 2) Establishing and participating in joint or private equity ventures.
- 3) Providing venture capital, seed capital, and risk capital for industrial development.

The Corporation operates as a strong, cross-sector development finance institution (DFI) under the Company's Act, with solid wealth of experience and expertise in driving socio-economic development in Kenya.

Currently, KDC is an implementing partner for two key World Bank-financed projects:

- (i) **Supporting Access to Finance and Enterprise Recovery (SAFER) Project** The project aims at providing innovation and liquidity support to MSMEs with a total financing of €47.245 million. This component aims to support the immediate response to the COVID-19 pandemic, focusing on the resilient recovery of formal and informal sector MSMEs, especially women-owned and youth-led micro and small businesses in hard-hit sectors through liquidity support.

KDC acts as an Apex Financial Institution, wholesaling loans to regulated Participating Financial Institutions (PFIs) focusing on MSME banking and innovative digital channels. The financial support targets viable MSMEs that were previously financed but are facing constraints and those considered bankable but unable to access credit.

- (ii) **Kenya Jobs and Economic Transformation (KJET) Project:** KDC is implementing Component 3, focusing on scaling up green financing and strengthening climatic resilience for SMEs with a total financing of US\$45 million. The project supports the creation of a Green Investment Fund (GIF) to mobilize private capital for SMEs adopting green technologies. This component aims to mobilize green private capital to support SMEs' adoption of green technologies through setting up an agile, patient financing structure to crowd in private capital, especially for medium businesses.

The component will also pilot an innovative instrument to support SMEs in managing compound climatic shocks. This component is complementary to other components and World Bank operations in Kenya, including the existing Supporting Access to Finance and Enterprise Recovery (SAFER) and Kenya Industry and Entrepreneurship Project (KIEP).

2 SERVICES TO BE RENDERED

2.1 Objectives

The main objectives of engaging a communications agency are to:

- a) Create awareness about the SAFER project including all its stakeholders, namely the National Treasury, APEX entity, PFIs, MSMEs, World Bank;
- b) Create awareness of KDC involvement in the SAFER project (and related engagements supporting MSME financing);
- c) Support KDC's investment related strategies to crowd in capital for MSME financing;
- d) Conduct testimonials and interviews with beneficiary PFI Institutions and MSMEs on the impact and experience on the project;
- e) Enhance KDC's visibility and credibility both locally and internationally;
- f) Promote KDC's role in facilitating sustainable socio-economic development in Kenya.

2.2 Scope of Work

The communications agency will be responsible for:

a) Strategic Communication Planning

- i). Develop a comprehensive communication strategy for KDC to include the SAFER project and related MSME financing initiatives.
- ii). Design a targeted campaign to promote MSME finance projects within KDC targeted at potential investors
- iii). Develop a Communication Plan – To increase visibility and credibility – on the impact of the project on the PFIs and MSME beneficiaries.

b) Content Development

- i). Create high-quality content for various communication channels, including press releases, opinion pieces, blogs, articles, social media posts, and newsletters.
- ii). Develop impactful case studies, success stories, infomercials, and testimonials from project beneficiaries.
- iii). Undertake creative design works for marketing collaterals.

c) Media Relations

- i). Leverage global media networks to enhance KDC's visibility locally and internationally.
- ii). Organize and manage press conferences, Project launches media briefings, and interviews.
- iii). Secure regular media coverage of KDC's initiatives.

d) Digital Marketing

- i). Manage KDC's online presence through social media, websites, and email marketing.
- ii). Develop and execute sophisticated digital marketing campaigns to reach global and local audiences.

e) Event Management

- i). Plan and execute high-profile events, such as investor forums, workshops, launches, and public outreach events.
- ii). Coordinate all event logistics, including invitations and follow-ups.

f) Monitoring and Evaluation

- i). Implement robust monitoring and evaluation mechanisms to track the effectiveness of communication campaigns
- ii). Provide monthly updates and actionable insights for continuous improvement.

g) Stakeholder Engagement

- i). Establish effective communication channels and strategies to engage with key stakeholders, including investors, customers, and the community.

h) Crisis Management

- i). Developing Strategies to Manage and Mitigate Negative Publicity or Crises
- ii). Provide media training for KDC key spokespersons to ensure they are prepared to handle media inquiries and deliver consistent messages during a crisis.

i) Brand Management

- i). Enhance and maintain the KDC brand's image and identity to ensure a strong, positive perception among target audiences.

2.3 Key deliverables

The communications agency is expected to deliver the following:

- a) A comprehensive communication strategy document
- b) Testimonials and interview summaries on the project impact (for both PFIs and MSMEs)
- c) Monthly content calendars for social media and other communication channels.
- d) Professionally crafted press releases, blogs, opinion pieces, stakeholder newsletters, articles, and other written materials
- e) Detailed reports on media coverage and campaign effectiveness monthly
- f) Comprehensive documentation of events, including photos and videos.
- g) Tracked engagement metrics and feedback from key stakeholders
- h) Conducted media training for key KDC spokespersons
- i) Brand audit reports and implemented brand activation plans.

2.4 Timeframe

The engagement will be for a period of 12 months.

2.5 Reporting

The consulting firm will report to the KDC Director General and work closely with the NT's SAFER Project Implementation Unit.

3.0 QUALIFICATIONS & SKILLS

The communications agency should demonstrate:

- a) Valid Business Registration and practice of at least 5 years;
- b) Proven experience in strategic communication, public relations, and digital marketing;
- c) Experience working with government agencies, development finance institutions, and multinational organizations;
- d) A track record of successful campaigns and media engagements;
- e) Capacity to deliver high-quality content and manage high-profile events;
- f) Demonstrate experience in handling similar projects through the provision of case studies, especially for digital campaigns showcasing impact;
- g) Provide membership details in Professional PR Industry bodies such as PRSK and APreCOM;
- h) Provide a copy of the company's valid Tax Compliance certificate issued by the Kenya Revenue Authority (KRA);
- i) Overall composition and structure of the team, including allocation of tasks and their adequacy and relevance in meeting the TORs;
- j) Attach five reference letters from clients regarding the work done for them.