



Terms of Reference (TOR) for Business Development Services Consultancy

1. Project Background.

The Scaling Commercialization of Drought Tolerant Crop Technologies to Support Dignified and Fulfilling Jobs for 120,000 Young People (18-35 years) in Rural Kenya Project, commonly referred to as *DTCs 4 Youth Jobs Creation project* commenced operations in August 2022 in 10 Counties in Kenya. Implementation is led by Africa Harvest Biotech Foundation International, working in partnership with the International Crops Research Centre for Semi-Arid Tropics (ICRISAT). The 10 Counties are Busia, Siaya, Homabay, Elgeyo Marakwet, Tharaka Nithi, Meru, Kitui, Machakos, Makueni and Taita Taveta. 80% of those targeted by the project interventions are young women, while 6% of the total participants should be people with disabilities.

The Goal of the Project is Scaling commercialization of Drought Tolerant Crops (DTC) technologies to secure dignified and fulfilling work for youth in rural Kenya. The three development objectives targeted by the project are: (1) Enhancing production and marketing of improved DTC seeds for 3 cereals (Sorghum, Finger Millet and Pearl Millet) and 3 legumes (Groundnuts, Green grams and Pigeon peas); (2) Improving Cereal and legume grain production, productivity, and quality enhancement and, (3) Enhancing Value addition, product development market, and access to finance.

The main outcomes of the program are:

1. Increased market share for young women and men in the target value chains,
2. Increased productivity (SHF including youth)
3. Increased income for young women and men
4. Growth of youth owned MSMEs in seed multiplication

Enterprise development is one of the key pathways through which the project targets achieve these outcomes as youth, especially young women, establish and sustain enterprises (Micro, Small, Medium scale) to optimize value chain interventions/investments, catalyze income generation and employment creation opportunities and the overall inclusion as owners, employees and suppliers. Based on the 30 months of implementation (since August 2022), emerging areas of interest and focus by the youth which require support in enterprise development include Seed multiplication and marketing, Grain aggregation and marketing, value addition, Mechanization and Poultry management and marketing. Other potential areas include service provision in Land preparation, inputs supply, good agronomic services (planting, weeding, spraying, harvesting etc).

A robust and inclusive enterprise development strategy and implementation plan is thus critical to success of the overall DTCs for Youth Jobs Creation Program

2. Purpose and Objective

The project seeks to engage a qualified consultant to support in the development of a feasible Enterprise development strategy, an implementation plan and provision of business development services that will assist the target organizations (MSMEs) in identifying growth opportunities, enhancing operational efficiency, improving market positioning, and achieving long-term sustainable success for job creation and economic growth.

The objectives of the consultancy include:

- Assess all the youth owned enterprises in the 10 Counties to support the development of growth strategies to enable job creation.
- Identifying potential markets and growth opportunities for the targeted enterprises.
- Providing insights and recommendations to optimize business processes.
- Developing strategies to enhance revenue generation and business sustainability.
- Improving internal capabilities for business development and strategic execution.
- Fostering strategic partnerships and alliances.
- Developing a growth strategy with relevant risk management.
- Provide mentoring and coaching to support growth and development of their business and operations

3. Scope of Work

The consultant will cover the following areas:

Business Model Assessment

Conduct an in-depth assessment of the current business models of 150 enterprises to identify strengths, weaknesses, opportunities, and areas for improvement. The assessment will guide the development of tailored interventions that align with the businesses' goals and market realities.

Mentoring and Coaching

Provide ongoing mentoring and coaching to business owners to help them build leadership, strategic, and operational skills. This support will focus on enhancing decision-making, improving business practices, and overcoming challenges in a sustainable manner.

Intensive Handholding

Offer intensive handholding support to ensure the successful implementation of business improvements. This will involve continuous engagement with businesses, troubleshooting challenges, and providing hands-on guidance to drive immediate results and long-term sustainability.

Market Linkages and Ecosystem Connections

Facilitate connections between enterprises and key markets, industry stakeholders, and other critical ecosystem enablers. The consultant will work to unlock opportunities for business expansion, improved market access, and collaboration with partners that can support the enterprise's growth and job creation objectives.

4. Deliverables

The consultancy will provide the following deliverables:

The following deliverables are envisioned under this consultancy:

- I. Inception report (Max 10 pages): an inception report incorporating the methodology to be used, findings of rapid review of training guidelines (including development of tailored modules for entrepreneurs') details of work plan, and time schedules, and the tentative outline of training content.
- II. Interim reports: brief training reports and progress highlighting the number of entrepreneurs trained, lessons learnt and linkages to market actors.
- III. Final reports: Detail assessment report with roadmap developed (per entrepreneur or in cohorts) meeting the objectives and scope of the TOR with used methodologies as agreed in Inception Report and revisited in Interim Report. Final report will be the product after incorporation of all the comments from Africa Harvest. If the report is acceptable, final payment will be made.

Duration of Consultancy

The consultancy services are expected to be completed within a period of 6 months with specific milestones and deliverables to be completed at each stage. The project timeline should be agreed upon in advance between the consultancy and the client.

7. Qualifications of the Consultant

The ideal consultant should have the following qualifications and experience:

- At least 7 years of experience in business development, strategic consulting, or related fields.
- Proven track record in building and working with entrepreneurs to grow and scale their business in seeds/crop systems, value addition, aggregation, mechanization etc
- Experience in the relevant industry or sector.

- Experience working with Agri MSMEs in rural Kenya to improve productivity and incomes.
- Ability to work independently and deliver results within specified deadlines.
- Relevant educational background (e.g., MBA, M.Sc. in Business Administration, etc.)

8. Budget and Payment Schedule

The total budget for the consultancy will be [insert budget]. Payments will be made based on the following schedule:

- **Initial Payment:** 20 % upon signing the agreement.
- **Interim Payment(s):** 30% upon submission of deliverables such as the Market Analysis Report or Business Strategy Document.
- **Final Payment:** 50 % upon successful completion of the consultancy and acceptance of final deliverables.

9. Evaluation Criteria

The consultant will be evaluated based on the following criteria:

- Appropriateness of proposed methodology-15 points
- Quality and comprehensiveness of deliverables-15 points
- Timeliness in meeting project milestones-10 points
- Experience in the successful delivery of similar assignments at scale-25 points
- Innovation and practical relevance of the solutions provided-35 points

10. Reporting and Communication

The consultant will report to the Technical Program Lead on a regular basis and submit progress reports according to an agreed schedule. Any issues, delays, or obstacles should be communicated promptly to ensure timely resolution.

11. Confidentiality

The consultant will sign a confidentiality agreement, agreeing not to disclose any proprietary or sensitive information to third parties without prior consent from the client.

Interested parties (Individuals or otherwise) are encouraged to send their expression of interest on or before, **18th February 2025** to the email address: info@africaharvest.org