

Practical ACTION

TERMS OF REFERENCE FOR DEVELOPMENT OF A BUSINESS MANAGEMENT GUIDE, TRAINING, AND CAPACITY DEVELOPMENT FOR YOUTH AGRIPRENEURS (MENTORS) TO DELIVER BUSINESS DEVELOPMENT SERVICES TO GROUPS OF MENTEES

Assignment title: Support the delivery of inclusive Market System approaches through incorporation of Business Development Services for the Resilient Agriculture that works for the Youths (RAY) project.

Description: Practical Action would like to support the youth entrepreneurs build businesses that have the capacity to grow and generate dignified jobs within their communities and beyond. PA is seeking consultancy services for the following.

- Development of a business management curriculum/guide to suit the needs of existing youth entrepreneurs (mentors).
- Training the young mentors on business management skills as outlined in the curriculum.
- Training selected youth entrepreneurs on delivery of the curriculum to mentees under them, including capacity development of the mentors to provide a whole range of relevant business development services to the mentees.

Location and Project Team: Kisumu, Homabay, Siaya, Nyamira, Migori, Bungoma, Busia, Vihiga and Kakamega counties.
The consultant will work with a team made up of Practical Action staff and market actors

Duration Dates: Expected start and end dates are 18th September to 15th December 2023

Number of Working Days: The consultancy is a fixed term for three (3) months.

1. Introduction to Practical Action

Practical Action is an international development organization putting ingenious ideas to work so that people in poverty can change their world.

We help people find solutions to some of the world's toughest problems. Challenges made worse by catastrophic climate change and persistent gender inequality. We work with communities to develop ingenious, lasting and locally owned solutions for agriculture, water and waste management, climate resilience and clean energy. And we share what works with others, so answers that start small can grow big.

We are a global change-making group. The group consists of a UK registered charity with community projects in Africa, Asia and Latin America, an independent development publishing company and a technical consulting service. We combine these specialisms to multiply our impact and help shape a world that works better for everyone.

2. Background and Purpose of the assignment:

Practical Action has commenced a five-year project implemented in the nine (9) counties of Kisumu, Homabay, Siaya, Migori, Nyamira, Kakamega, Bungoma, Busia and Vihiga. The project aims to make agriculture an attractive and resilient employer for young people by promoting agricultural livelihoods for the youth underpinned by agro-ecological principles and practices. The project goal is to make agriculture an attractive and resilient employer for young people targeting four (4) main value chains namely poultry, African leafy vegetables, tomatoes and oil crops (groundnuts and soybeans). Over the next 5 years, we will increase income, and job opportunities for 100,000 (age 18-35) young people in the nine counties through effecting systems change within the agriculture sector to make this an attractive work sector that offers dignified work. Additionally, the project will contribute towards poverty reduction within target counties as youth's start earning or improve their income levels through skills development, enhanced access to market and finance. The main approaches being used by the project include:

- A Mentorship model to increase youth engagement in the agriculture sector.
- Regenerative agriculture to improve productivity, increase income and restore natural capital.
- Market Systems Development to stimulate long term sustainable change in which markets operate more effectively and critically and work better for young men and women.

Over the longer term the project intends to impact 100,000 young people by demonstrating the viability of agri-business as a viable career option

2.1. Objective of assignment

The project will hire a Business Development Services (BDS) Consultant who will provide services that will enhance the entrepreneurial capacity of young women and men to effectively run and manage their agri-enterprises. Specifically, the consultant will build the capacity of the young agri-prenuers to:

- Access better and structured markets.
- Improve their competitive advantage by supporting youth agri-prenuers to access information on improved and innovative technologies, broaden networks with regards to outreach and better their skills set to improve their business operational efficiency.
- Improve their business acumen in the dynamic agricultural space through mentoring and coaching respectively.
- Develop/refine sustainable production and marketing models to help their business either grow/expand or improve their operational efficiency.

The consultants will provide Business trainings, linkages, networking, mentoring, coaching to small and medium sized enterprises and individual businesses within their respective counties to improve their businesses on the below listed **skills** sets:

- a) Business management skills
- b) Business registration
- c) Business planning
- d) Public and customer relations skills
- e) Keeping proper business records
- f) Market Research Techniques

- g) Marketing business products/services
- h) Taxation issues in business
- i) Costing and pricing of business products and services
- j) Business financing
- k) Management of cash stock, and credit
- l) Management of human resources
- m) Risk management
- n) Finance proposal development
- o) Quality management and improvement of products and services
- p) Financial analysis

Methodology:

2.2. Inception phase:

- The assignment will start with an inception phase. This phase will include review of training guides, project documents, market related reports and policies. A rapid review of training needs assessment and the available information of the study area will also be done.
- The inception phase will end with submission of the inception report with comments from Practical Action incorporated.

2.3. Training Phase:

- The interim phase will include support in conducting deep-stick intervention assessments through reviews of the available project documents including the market analysis and baseline assessment reports to gain meaningful understanding of the project participants capacity strengthening needs (needs analysis).
- Disaggregate mentors' information and capacity development needs as per the respective value chain (poultry, African leafy vegetables, tomatoes, ground nuts and soybeans) to define specific intervention areas.
- Support businesses to expand their business by providing tailored advice, information, training, referrals, and support. This will also include value addition approach.
- Provide small group/individualized trainings and advice.
- Assist in the developmental processes of the established enterprises, including, acting as a sounding board and referral agent for income generation/enterprise development.
- Build capacity and provide guidance to mentors to undertake various business tasks which will be achieved by mentoring clients in business skills, advice, connections to local networks, resources, opportunities and more lucrative markets.
- Link/refer individual mentors to local service providers such as banks and training organisations.
- Create linkages/networks with financial institutions and/or other advisory organisations or bodies that can assist in stimulating or advancing business development in the target areas.
- Encourage commercial and industrial businesses in the area to provide their expertise and facilities to micro business providers.
- Set up an effective monitoring, learning and evaluation plan and tool to monitor business progress of all young business owners in the respective counties.

2.4. Final reporting phase:

- The initial draft of interim reports shared by consultant will be reviewed by Practical Action.
- The final reports will be produced by the consultant upon incorporation of all comments from reviewers.
- The consultant will present specific recommendations to address problems/ constraints/ gaps and opportunities for improvement, and roles of different actors in creation of working opportunities for young men and women.

3. Deliverables

The following deliverables are envisioned under this consultancy:

- **Inception report (Max 15 pages):** an inception report incorporating findings of rapid review of training guidelines (including development of tailored modules for agri-prenuers), desk review, details of work plan, and time schedules, and the tentative outline of training content.
- **Interim reports:** a brief training reports and progress highlighting number of youths trained, lessons learnt and linkages to market actors.
- **Final reports:** Detail report 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 end product after incorporation of all the comments from Practical Action. If the report is acceptable, final payment will be made.

A detailed schedule will be developed and agreed with the successful candidate for these deliverables.

4. Skills Required:

Consultant profile/eligibility criteria

For the purposes of this assessment, the Consultant should have at least a bachelor's degree in Agribusiness /Agricultural economics/ Marketing/ Economics/ Commerce/Business management or related field background and extensive experience and knowledge in business mentoring and coaching in Kenya, including for youth and women initiatives. Among the desirable qualifications for lead consultant are:

- Knowledge of ILO start and improve your business (SIYB) and grow and expand your business (GEYB) and mentoring approaches.
- Practical business knowledge with emphasis on marketing and financial management skills.
- Demonstrated experience in Market Research, monitoring and evaluation and product development.
- A good command of the English, Swahili and Luo languages.
- Demonstrated experience in small business development and management (own business or by providing business development services), experience with small business financing, market analysis and market research.
- Demonstrated experience in community economic development, community empowerment, working with community-based organisations.
- Strong experience in networking.

- Highly developed interpersonal and oral communication skills.
- Motivated and goal orientated.
- Comfortable working autonomously.
- Creative and strong problem-solving skills.
- Strategic/big picture view – goal orientated.
- Report writing experience.
- Experience directly working with young people in research.
- Good understanding and proven track record in safeguarding / do not harm principle.
- Experience working in the lake Basin, highly recommended.

6. Guidelines for submission of expression of interest

A consultant who meets the above requirements and is available within the time limit indicated above should submit the following:

- Proposal highlighting his/her understanding of the assignment and proposed methodology.
- Capability statement with 2 reports highlighting similar work in the past 5 years.
- Detailed financial proposal in Kenyan Shillings for coaching 150 business enterprises.
- Annexed to the proposal should be a CV of the lead consultant for the assignment.

5. Terms of Payment:

Details how of the fees will be finalised with the consultants and included in the contract, along with the payment schedule. The schedule is likely to be the following:

- 30% - Delivery of the brief report on findings from the desk review and review of project monitoring data as well as the updated evaluation design
- 40% - Completion of the field trips and submission of first draft
- 30% - Validation of report and submission of acceptable final report

6. Safeguarding

Practical Action firmly believes that no person, regardless of age, gender identity, disability, sexual orientation or ethnic origin or any other personal characteristic, should experience harm, including sexual exploitation or abuse, and Practical Action takes seriously its responsibility to safeguard those who come in contact with our work. Practical Action is committed to raising awareness of safeguarding risks and to taking measures to minimise those risks.

All employees, trustees, volunteers, consultants, partners and others acting on behalf of Practical Action are expected to behave in ways that safeguard others from harm, sexual exploitation and abuse. This includes evaluation consultants and their team members.

If anyone acting on behalf of Practical Action, including evaluation consultants and their team members, develops concerns or suspicions regarding harm, sexual exploitation or abuse by a Practical Action employee or anyone acting on our behalf they must report their concerns via the established reporting procedures. Individuals do not need to have, nor should they seek to obtain, evidence to support their concerns – the individual's duty is to report their concerns so that Practical Action can investigate appropriately.

Practical Action's Safeguarding Policy is available online [here](#). All consultants and their team members acting on behalf of Practical Action are required to familiarise themselves with this policy and print and sign the policy declaration form at the end. This must be returned to Practical Action before commencing any work on this assignment.

Practical Action also has a Code of Conduct. All consultants and their team members are expected to read, print, sign and return this before commencing any work on this assignment, available [here](#).

Practical Action's Safeguarding Focal Points are available to answer any questions about this policy, the Code of Conduct and their contents. They are also available to support with briefing of consultancy team members as required prior to commencing field work.

7. **Annex**

7.1. **Annex A – Objectives of the Project**

The following are the objectives (goal, outcomes, and intermediate results) of the RAY project.

Project Goal

The goal of the program is to make agriculture an attractive and resilient employer for young people, by transforming the agriculture sector from one that young people hold negative perceptions about, and which consists of an aging population, to a sector that presents attractive and exciting opportunities for young people while contributing to the rural economy and environment.

Project Objectives

1. To Improve knowledge and skills for 100,000 young men and women that will lead to change in practice through the adoption of RA technologies and improved business management practices.
2. To improve resource flows by facilitating 85% of the target young men and women access to appropriate and affordable financial products and services from YSLAs and FSPs to enable them to establish/grow Agri enterprises.
3. To improve access to land and equipment for young men and women by strengthening land lease processes and facilitating business linkages between young people and equipment suppliers
4. To increase access to markets for young men and women through strengthening relationships and connections and developing commercial offtake/aggregation models to enable youth-led agri-enterprises to thrive.
5. To alter negative perceptions of young women in agriculture to enable community and market actors to actively encourage and endorse young women's participation in agribusiness.

Project Outcomes

1. Increased productivity for young men and women
2. Increased income for young men and women
3. Increased entrepreneurship opportunities (e.g., aggregators, transporters) by young men and women.

Intermediate result areas

1. Young men and women adopt regenerative agriculture and good business management practices.
2. Young men and women access and utilize appropriate and affordable financial products and services.
3. Enhanced access and control of agriculture resources (land and equipment) by young men and women

4. Market actors (end buyers) actively engage and source from young women and young men.
5. Improved perceptions by community and market actors on youth (especially women) engagement in agribusiness.

7.2. Annex B– Report Template

The following is Practical Action’s evaluation template. This should be used for the draft and final report. Changes to this outline would need to be discussed with the Practical Action Kenya staff.

Executive Summary

One / two-page summary of the evaluation, with particular emphasis on main findings, conclusions, lessons learned and recommendations.

Introduction

Presentation of the evaluation’s purpose, questions and main findings.

The Evaluated Project

Description of the evaluated project, and its purpose, logic, history, organisation and stakeholders.

Methodology

A brief description of the methodology used with details kept in Annexes.

Findings

Factual evidence, data and observations that are relevant to the specific questions asked by the evaluation.

Conclusions

Assessment of the project and its results against given evaluation criteria as stated in the ToR.

Lessons Learned

General conclusions that are likely to have a potential for wider application and use.

Recommendations

Actionable proposals for improved project and wider application for increased impact

Annexes

Terms of reference, methodology for data gathering and analysis, references, etc.