



**EMPOWERING YOUTH IN SUSTAINABLE AQUACULTURE MARKETS AND JOBS  
CREATION PROGRAM**

---

**TERMS OF REFERENCE**

**FOR**

**CONDUCTING ENTERPRISE CAPACITY ASSESSMENTS AND DEVELOPMENT OF  
BUSINESS TRAINING CURRICULA FOR VARIOUS AQUACULTURE VALUE CHAIN  
ACTORS IN THE LAKE REGION AND COASTAL KENYA.**

## **1. About Farm Africa**

Farm Africa is a non-governmental organization (NGO) that reduces poverty in Eastern Africa by helping farmers grow more, sell more and sell for more: we help farmers to not only boost yields, but also gain access to markets, and add value to their produce.

Farm Africa is implementing the Empowering Youth in Sustainable Aquaculture Markets and Jobs creation program in partnership with the Mastercard Foundation. The programme aims to tap the potential offered by the aquaculture and mariculture sectors for entrepreneurship and employment, building knowledge and capacity so that young people, especially women, are attracted by the opportunities and growth potential offered by working in aquaculture and mariculture. The programme will cover Kakamega, Kisumu, Homabay, Busia, Siaya and Kilifi counties.

Farm Africa is therefore seeking to recruit experienced BDS (2) consultants who will conduct an enterprise capacity assessment to identify the enterprise strengths and weaknesses of value chain actors in the aquaculture sector including input suppliers, feed millers, fish traders, mama Samaki, fish aggregators, and provide insights into areas where capacity-building efforts should be focused on. The consultants will also facilitate the development of an appropriate curriculum for training the different value chain actors and develop a training strategy/methodology for each of the sector actors.

## **2. Purpose and scope of the assignment**

Farm Africa is seeking BDS consultants and business training curriculum development specialists who will design and develop simple, practical curricula tailored to the needs of the various value chain actors in the aquaculture sector. The consultant will design a context led training curriculum suitable for the businesses in the aquaculture sector. The curricula will mainly cover but not to be limited the following areas of business planning, financial management, business operations and marketing, sales and service.

The deliverables for this assignment include:

- Identify and conduct an enterprise needs assessment of the selected value chain actors in the Lake Zone and Coastal region.
- Developed detailed modules/curricula on the main needs' areas of each of the category of the value chain actors. This will include but not limited to 1: Business planning, Financial management, Business Operations (systems, processes, governance) Marketing and Selling with a clear training plan outlining the objectives, needs, strategy, and curriculum to be addressed when training users on the identified topical areas. This also includes the format of the training program, the list of topics to be covered, materials, duration, space requirements, and proposed schedules.
- An effective strategy for delivery of the training (Including coaching and mentorship) to the different categories of the value chain actors including input suppliers, feed millers, fish traders, mama Samaki, fish aggregators etc. ensuring the training is impactful and leads to business growth.
- A detailed training manual providing standard operating procedures for training, and a consistent method of communicating trainings & instructions on how to deliver the trainings.

The target areas for the assignment are the Lake region including Kakamega, Kisumu, Homabay, Busia, Siaya County and the coastal region in Kilifi County. Farm Africa is seeking one consultant for each region.

The consultants will work closely with key Farm Africa staff including the Business manager, the programme manager and the Agribusiness technical lead.

## 2.1 Structure of the assignment

Objective	Key activities	Deliverable
<p><b>Enterprise capacity assessments (ECAT)</b></p>	<ul style="list-style-type: none"> <li>• Identification and profiling of the various value chain actors ensuring that each category of the actors including input suppliers, feed millers, fish traders, mama Samaki, fish aggregators, are adequately represented in the focus counties.</li> <li>• Using the Farm Africa Enterprise capacity assessment tool (ECAT) to identify the strengths and weaknesses, and provide insights into areas where capacity-building efforts should be focused on.</li> </ul>	<ul style="list-style-type: none"> <li>• A list of the various chain actors targeted in the capacity assessments in each of the focus counties.</li> <li>• A report on the key needs of the target value chain actor categories including input suppliers, feed millers fish traders, mama Samaki, fish aggregators.</li> </ul>
<p><b>Development of business training curriculum, modules and manuals.</b></p>	<ul style="list-style-type: none"> <li>• Develop appropriate curricula that is customized to the needs of the various categories of value chain actors focusing on Business planning, Financial management, Business Operations- systems, processes, governance &amp; Marketing and Selling modules</li> <li>• The curricula will also contain a detailed guide on how to deliver the training to each of the category of value chain actors.</li> </ul>	<ul style="list-style-type: none"> <li>• Validated and approved curriculum for training the various actors and detailed guide on how to deliver the training to each of the category of value chain actors.</li> </ul>

<b>Training delivery strategy</b>	<ul style="list-style-type: none"> <li>• Develop a training strategy for each of the value chain actors in the aquaculture sectors taking into consideration the different business sizes of actors.</li> <li>• The training strategy will also include a coaching and mentorship plan that will lead to propel business growth.</li> </ul>	<ul style="list-style-type: none"> <li>• A validated fit for purpose training, coaching and mentorship strategy for each of the targeted value chain actors.</li> </ul>
-----------------------------------	---	---

### 3. Timelines

Objective	Timeline ( working days)
Enterprise capacity assessments.	22 days
Development of business training curriculum, modules and manuals.	20 days
Training delivery strategy	10 days
Submission of final report.	3 days
<b>Total</b>	<b>55 days</b>

### 4. Consultants Qualifications and experience

The minimum competencies and qualifications include:

- Minimum of ten (10) years of substantial professional experience in supporting small businesses.
- Prior experience in curriculum development and training.
- Experience in developing simple, practical and scalable training programs that are tailored to different contexts, especially for MSME's preferably in the aquaculture and mariculture sector.
- Experience in developing highly simplified and interactive material with gamification, illustrations,
- Knowledge and understanding of the aquaculture sector in the Lake Zone and the coastal Region.
- Good analytical and presentation skills. Proficient use of Microsoft Word, Excel, PowerPoint, data analysis software and internet is an added advantage.

### 5. Consultant selection criteria

- In-depth technical & practical understanding of the BDS and Micro SME landscape in East Africa with a particular focus on provision of BDS to enterprises in the Aquaculture sector.
- Demonstrable experience conducting agriculture-focussed scoping studies, market assessments in East Africa, particularly for impact investment, agribusinesses, BDS providers, etc.
- Post graduate qualification in Agriculture Economics, Agribusiness, Agriculture, Business Management, or other relevant qualification.

## 6. Expressions of Interest

Interested consultants or firms are requested to submit;

- A proposal detailing their interpretation of the above TORs including, work schedule and a detailed plan of activities. In the proposal indicate which region you are targeting either the Lake region or the coastal region.
- Financial proposal.
- Detail Curriculum Vitae which should include samples of previous training consultancy work.
- Three references – (should include recent clients – not more than two years old)

## 7. How to apply

Interested consultants are requested to send their Expression of Interest (EOI) of technical and financial proposal.

All documents must be submitted by email to [procurementkenya@farmafrica.org](mailto:procurementkenya@farmafrica.org), indicating the title/subject line as “**Consultancy for Capacity assessments & BDS Training**” to reach us by **Monday 19<sup>th</sup> February 2024, 5:00 PM EAT**