

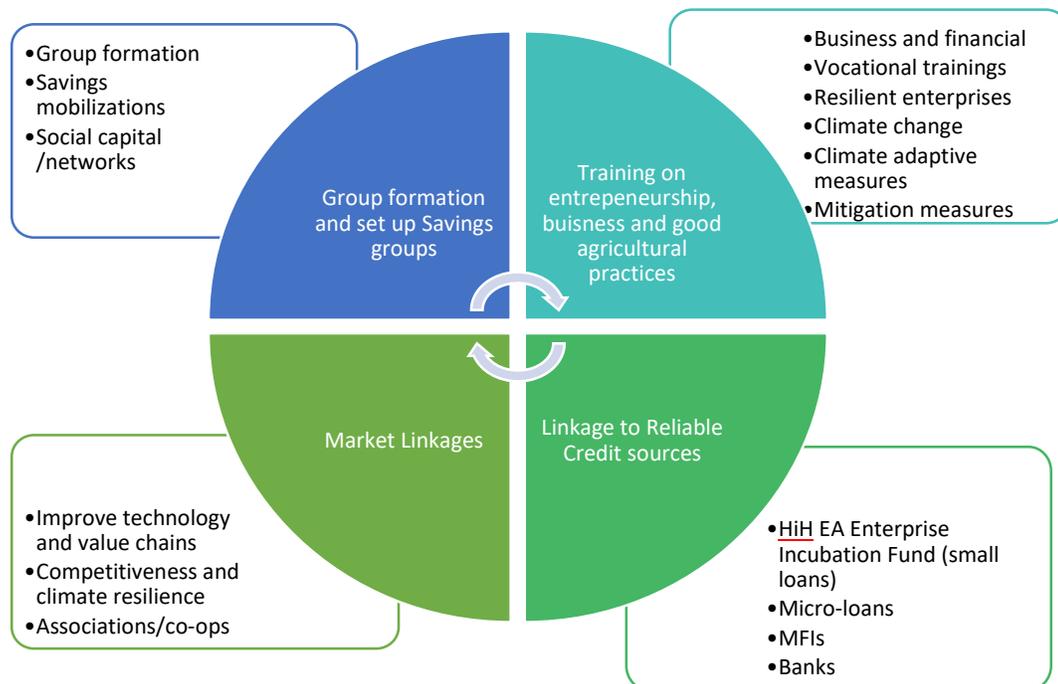
Terms of Reference to contract consultancy and technical advisory services to support the development and implementation of Hand in Hand Eastern Africa Programme “Enterprise Development for Rural Families in Kenya: Phase III”

Hand in Hand Eastern Africa (HiH EA) seeks the services of a consultancy firm or a team of qualified consultants to provide technical advice in the sector areas of: **gender, poverty, environmental/climate resilient practices and markets and value-chain development**, over a 4-year period (2018 – 2022) to support the adaptation and implementation of its programme **Enterprise Development for Rural Families in Kenya: Phase III**, funded by the Swedish Embassy of Kenya/Swedish International Development Cooperation Agency (Sida) and Hand in Hand International (HiHI). This Terms of Reference (ToR) is commissioned by HiH EA, in consultation with HiHI, the Hand in Hand network’s coordination and support office based in London and with the Swedish Embassy of Kenya/Sida in Nairobi.

Organizational Background:

HiH EA is a registered Non-Governmental Organization (NGO) in Kenya. HiH EA is working for the economic and social empowerment of the bottom of the pyramid poor to enable programme participants to lift themselves out of poverty and vulnerability. HiH EA is part of the Hand in Hand (HiH) network that seeks to reduce poverty through job creation. Since being founded in 2010, HiH EA has received support from the Swedish Embassy of Kenya/Sida through the programme “Enterprise Development for Rural Families in Kenya”. HiH EA now has 21 operational field offices covering 26 of Kenya’s 47 counties, and HiH EA recently began operations in Tanzania. Its footprint is also in Rwanda, with a past project executed in collaboration with development partners. This is the third phase of funding from the Swedish Embassy of Kenya/Sida and HiHI to support the organization since its foundation.

Organizational Theory of Change



Background to the Project

The Sida and HiHI-funded project is implemented across seven counties: Baringo, Kajiado, Laikipia, Machakos, Makueni, Nakuru and Nyandarua Counties. It commenced on 17th October 2018 and will run until 16th October 2022.

The purpose of the project is to support the development of sustainable and profitable enterprises in rural and peri-urban areas, primarily targeting marginalized women and youth (young female and male) in a sustainable manner. Key expected outcomes include: 1) access to information and learning enhanced; 2) entrepreneurial skills enhanced; 3) access to markets developed; and 4) access to financial services improved.

The expected reach is 1,326 Self-Help Groups (SHGs) with 26,520 members (80% women), inclusive of 7,956 youth spread across seven implementing counties, creating 18,564 enterprises and 24,133 jobs.

Summary of Programme Management and Implementation

EDRF III will be managed and implemented by HiH EA with support from HiH I at organizational, strategic and programme level. The HiH EA Board will provide overall direction for the organization and by extension the programme. The CEO of HiH EA will be the accounting officer for the programme and he will be assisted by senior managers responsible for the specific functions within HiH EA comprising operations, monitoring and evaluation, value chains, financial management, partnerships development, communications, ICT, internal audit and human resource. Under the senior managers will be staffs undertaking more direct and technical roles in implementation of the programme.

To provide a holistic approach and enhance thematic area implementation in this program meme, short term external Technical Assistant(s) (TA(s)) will be recruited to assist the CEO in all strategic thematic areas that include poverty, gender and conflict, environment and market development. In addition, the TA will strengthen the monitoring unit as well as provide continuous quality assurance of the programme implementation.

In each of the 5 implementing branches, a branch manager is assisted by at least 4 business relationship officers (BROs) who deal directly with beneficiaries. BROs directly engage with beneficiaries over the duration of the programme to mobilize stakeholder groups, conduct all training, administer and provide enterprise improvement fund, support and facilitate value addition and market linkage support. BROs collect data that is used in monitoring and evaluation. Branches are also supported by one or two staffs responsible for accounting, administrative and loans administration at the branch level. The structure in place is adequate to provide the general support needed for effective implementation of the programme.

There are two strands to the programme:

Strand 1: New members who join the programme after commencement go through the four step model as outlined below.

- **Step 1.** Social mobilization and savings: Group formation is a crucial building block, creating mutual support. Approximately 22,000 rural poor (of which 80% female) will be

formed into new groups of 10-20 members jointly trained on group dynamics, leadership, and savings.

- **Step 2.** Business and climate resilient training:
 - Business and financial management training, complemented by needs-based vocational skills training, gear members to establish/expand sustainable and resilient enterprises. Modules include the basics of business, bookkeeping, business registration, financial analysis and relevant skills training.
 - Climate resilient training sensitizes on basic climate change science and scenarios, and promotes environmentally friendly practices at business and household levels, as well as the creation of green businesses. Individuals learn adaptation and mitigation measures to climate change. Adaptive measures include crop diversification; drought-resistant crops; irrigation and rain harvesting. Mitigation measures include economical use of resources; eco-friendly materials; tree planting to reduce soil erosion; facilitation of organic farming groups; and promotion of renewable energy in cooking, lighting and other aspects of household and enterprise development.
- **Step 3.** HiH EA facilitates linkages to government credit funds with formal partnership agreements. 30% of members will access HiH EA's Enterprise Incubation Fund (EIF), which aims to expand members' access to catalytic business capital used also as a learning tool on credit management. One micro-loan of up to US\$100 is available at affordable rates of interest to eligible members (12-month loan term), after which they transition to Micro-Finance Institutions (MFIs) or regular banks.
- **Step 4.** Linking entrepreneurs to markets: HiH EA supports members to improve the value, quality, competitiveness and resilience of products/services. HiH EA will create market linkages and community structures that remain beyond exit, such as the formation of associations and cooperatives to aggregate production, increase quality and improve access to investments, technology/inputs, markets and leverage opportunities in value chains.

Strand 2: Existing members of HiH EA SHGs who require ongoing services, market development support and have already undertaken our initial training programme previous to Phase 3 commencement.

Some existing members require ongoing support in order to improve their enterprises. This is particularly focused on additional training on climate resilient practices and support on linking them to markets or value addition.

The Support Required:

Objective and Scope:

Technical Assistants will be expected to provide technical advice and input on the implementation of **Enterprise Development for Rural Families in Kenya: Phase III** (EDRFK III) in accordance with the Programme Document and other relevant documents.

Specific objectives;

To provide technical assistance, support and advice in:

- How to enhance information access and learning among the programme beneficiaries.
- How to enhance entrepreneurial skills among value chain actors
- How to improving financial access (savings, credit, insurance) for enterprise actors.
- How to improving markets access and market linkages for enterprise actors especially application of market systems development (MSD/M4P) approach.
- How to mainstream gender with special focus on women economic empowerment.
- How to integrating climate change adaptation and mitigation in enterprise development.
- Monitoring, evaluation, communication and knowledge management in the Programme.
- Pro-poor development, social accountability, human rights and good governance in enterprise development.
- Strategic programme management especially on linkages and leveraging other programmes.

Scope

The Technical Assistance (TA) will be an integral part of the main objective of EDRFK III programme which is to address the core identified challenges in the development of enterprises within the rural and periurban areas among (mainly) women.

The TA support will strengthen the capacity of HiH EA as the implementer (by going beyond recommendations) at both the national office and in the respective branches. The TA consultant will be expected to provide strategic, technical and operational management to the development of enterprises as identified by the beneficiaries and in regard to the following:

- Lack of appropriate information;
- Low entrepreneurial skills;
- Poor market access;
- Inadequate financial services;
- Enterprise resilience to climate change;
- Gender mainstreaming; • Pro-poor development.

Deliverables

1. The TA team will develop an inception report to cover their detailed proposed work plan and budget.
2. A midterm review report. The TA team will also be providing other reports as required from time to time (see more details on objectives and scope on annex 2).

The level of TA input will be split into two parts. Part one is for the first two years where the level is expected to be high and part two is for the remaining two years where the level will be expected to be less and on a need basis. The results of the mid-term review of TA support will also inform the level of TA input for the last two years.

Type of Technical Assistance

The anticipated structure of the TA is to have a dedicated Team Leader in place who will have overall responsibility for delivery of the TA support. The Team Leader is anticipated to dedicate around 5 months* of cumulative work days equivalent spread over the four years programme activity period to ensure delivery according to established Terms of Reference (ToR) and contract.

The Team Leader will be supported by technical expertise within the focus areas of the proposed work: pro-poor and market development (MSD/M4P), gender mainstreaming, climate change resilience and entrepreneurial skills. This supportive technical team is anticipated to give input equivalent to about 11 months of cumulative work days spread over the four years programme activity period as detailed below.

Indicative level of TA engagement in the programme:

Level of input per TA in months	2019/2020	2021/2022
Team Leader and strategic support	4 months	1 months
Pro-poor and market development (MSD/M4P) TA	3 months	1 months
Gender mainstreaming TA	2.4 months	0.34 months
Climate change resilience TA	1.8 months	0.33 months
Entrepreneurial TA	1.8 months	0.33 months

The TA profile and requirements:

The consultant team shall, as a whole, represent broad experience and competence in enterprise development, and capacity and organizational development including: policy interpretation, pro-poor targeting, market development and linkages, entrepreneurship, value chain development, extension, farmers organization; natural resources management and climate change gender equality and other crosscutting issues such as human rights related to enterprise development. The TA should have proven competence in overall project cycle management. The competence and skills and experience of the team should be such that it will be able to actively contribute to the integration into all programme activities of the aspects referred in the scope above.

Competence demands on the personal qualities of the TA staff will be high. They should:

- Demonstrate a high degree of personal integrity and professionalism;
- Be team players with a commitment to promoting the professional status and career of others at all levels;
- Demonstrate corporate knowledge and sound judgment;
- Be adaptive, open to new experiences and eager to find constructive solutions;
- Have the ability to think conceptually, strategically and analytically;
- Demonstrate strong oral and written communication skills;
- Consistently approach work with energy and a positive, constructive attitude;
- Be results oriented, flexible with problem solving skills.

Skills and experience demands of the TA staff will be high:

- At least Master's Degree qualification in any of the following areas Economic, Agriculture, Natural Resource Management, Social Science, or any other relevant degree from recognized institutions;
- At least 10 years' work experience in rural development;
- Strong background in research issues related to economic empowerment for pro-poor and/or rural and/or marginalized groups in Kenya or in a developing country;
- More than ten years' experience in programme management;
- Should demonstrate extensive experience of field work and data collection particularly working with marginalized groups;

- Demonstrated experience of working in donor funded projects under public sector and /or NGOs;
- Must have good understanding on women and gender issues programmes;
- Experience in entrepreneurship, business development, and financing aspects;
- Demonstrable experience in market systems development (MSD/M4P).

It is important that the proposed TA team demonstrates the advantage of having a pool of a few short term TAs which can handle requirements from changing demand from the programme in a flexible way. For this reason, applicants are encouraged to propose TAs team participants available at short notice and who could contribute to several programme outcomes and outputs without compromising the quality of the TA support (detailed TA qualification and experience in annex 1).

TA Evaluation Criteria

The following evaluation criteria will be applied:

- Firm's/ individual experts' total experiences
- Quality of technical approach and methodology
- Qualifications, competence and experience of the proposed staff for the different assignments
- Ability to transfer technology and provide capacity building
- Total cost

Item no.	Criteria	Points
1	Firm's/ individual experts' total experiences	10
	Experience, track record of implementing similar projects during the past 10 years in Kenya and the region	10
2	Quality of technical approach and methodology	30
	Understanding of the requirements of the assignment and presentation of appropriate methodology and work plan	15
	Ability to mobilise TA support during the implementation phase	10
	System for internal quality control	5
3	Qualifications and competence of the key staff for the assignment	30
	Team Leader and strategic support TA	9
	Pro-poor and markets development (MSD/M4P) TA	8
	Gender mainstreaming TA	5
	Environment and climate change TA	4
	Entrepreneurial TA	4
4	Ability to transfer technology and provide capacity building	20
	Team's capabilities for capacity building	10
	Team's ability for coaching and technology transfer	5
	Team's ability for application of sound strategies	5
5	Total cost	10
	Total cost and value for money	10

TA Administration:

The following section contains a summary of the anticipated areas of responsibility for the TA administration during the period of the contract. The dedicated Team Leader will work closely with HiH EA headquarter staff and will at times share office accommodation when required but should maximise on new communication technologies to work from own offices when not physically required. Other benefits are transport, communications facilities, stationeries and other consumable items required in the line of duty.

The short term technical experts/advisors will, as much as possible, work from their own offices. However, some circumstances may require that short-term work from HiH EA offices and branches for an agreed period. The short term TA will be provided necessary transport for any travels required in the line of duty. The programme will also provide allowance and accommodation according to corresponding HiHEA norms.

Reporting:

Three categories of reports are envisaged that the TA shall submit to contracting institution.

Inception report: The TA shall prepare an inception report within a month after contracting that provides an envisioned activity plan that shall be reviewed from time to time to ensure efficiency and effectiveness in TA utilization. The report should also give an analysis of the opportunities and challenges of the programme implementation and propose recommendations on how the TA input could be utilized to mitigate the challenges.

Regular reports: The TA shall prepare regular reports on the utilization of the TA and realized outputs annually and in line with programme reporting schedules.

Completion report: Towards the end of the programme period, the TA shall prepare a final report that gives an analysis of TA outcome and cost effectiveness of the entire TA support.

Audience:

HiH EA, HiHI, programme delivery partners, programme beneficiaries and the Swedish Embassy of Kenya/Sida.

Submitting Proposals:

HiH EA is requesting the consultants to submit proposals to respond to the ToR outlined above. We expect the consultancy firm or team of consultants to demonstrate the skills and experience further outlined below (or equivalent):

The proposal should include the following:

Applicants should outline for each technical advice area as listed above:

- i) A short outline of the background to the consultancy firm/team of consultants proposed to carry out this technical advice.
- ii) Topline methodology for the provision of the technical advice for each work stream as outlined above i.e. no longer than one page per work stream.

- iii) Overview of the governance and management of the provision of this advice and approaches to reducing duplication and mainstreaming findings from all pieces of work across the others.
- iv) The anticipated **challenges and dependencies** of delivering this work.
- v) A summary of the **skills and experience** of the proposed lead consultant and all other consultant(s) together with her/his CV's showing relevant previous assignments and clients.
- vi) A detailed **fee quote** and rationale to deliver this contract.

Timeline for Submission of Proposals:

Electronic PDF submission of proposals will be made to eo@handinhandea.org by **6th January 2019** at 18:00 hours EAT. The lead consultant is asked to tender a proposal document of no more than **10 pages**.

Suggested Timeframe:

- Advertisement and tender bids deadline: **6th Jan 2019**
- Review and scoring of applications: **7th to 18th Jan 2019**
- Procurement meeting to appoint consultancy team: **21st / 22nd Jan 2019**
- Commencement of work: **28th January, 2019**
- Inception report due: **8th Feb 2019**
- Expected date to agree final deliverables: **18th February 2019**
- Engagement in ongoing Technical advice: **January 2019 – August 2021**

This timeline may be subject to minor changes with the successful appointment of a consultancy team.

Budget and Payment:

The consultancy firm will provide a detailed budget summary splitting the consultant's fees, expenses and statutory payments where applicable. The terms of payment will be negotiated with the firm upon signature of the contract.

Confidentiality:

All the outputs - reports, data base, etc. produced by this assignment will not be disseminated in part or whole without authority from HiH EA. Thus, the consultant shall not produce in these materials in any form (electronic, hard copies, etc) to a third party without a written permission from the contracting Institution.

Communications

For any inquiries on the consultancy, please send your queries through eo@handinhandea.org

ANNEX 1 – Detailed job descriptions of envisaged TAs

1. Strategic and overall programme management TA:

The Lead Consultant will report to the CEO of HiH EA. The key responsibilities will be to coordinate TA support and be accountable for: liaison between TA experts and project; overall planning and budgeting for the project; quality control over TA reports; capacity building, and any advisory support duties requested by HiH EA. The team leader will also be responsible for advising on linkages with other Sida funded programmes and identify specific windows in those programmes for collaboration with EDRFK III.

Qualifications and experience

The ideal proposed candidate should possess a Master's degree in agricultural or development sciences, and at least 15 years' experience in formulating and managing programs/projects. He/She should be self-motivated, have proven expertise and experience in coordination and interpersonal skills, a good communicator and presenter both orally and in writing. The Lead Consultant should have experience of donor conditionality's as well as the whole aspects of aid effectiveness. The candidate should have worked for not less 10 years in senior management positions. Experience working with rural development programmes will be an added advantage.

2. Gender Mainstreaming TA

The Gender Mainstreaming Expert will review the existing Gender Report/Action Plan and ensure that all project activities are aligned to the EDRFK III objectives as elaborated in Annex 2. Key duties and responsibilities of the incumbent will include:

- Advising the EDRFK III team on the alignment of its activities in the path to gender equality objectives;
- Identifying possible unintended negative impacts related to women economic empowerment (WEE) and advising on viable integrated approach to mitigate the same especially at household level;
- Identify major micro-enterprises including farming in the project area and design strategies and potential interventions to enhance the role played by men and women;
- Identify constraints and barriers faced by men and women in carrying out their activities;
- Design tools and mechanisms to ensure that services meet the needs of men and women micro entrepreneurs and farmers, including the focus of extension for women as farm managers or partners;
- Develop mechanisms to tackle technical, logistical, and attitudinal constraints facing the service providers in supporting men and women farmers.

Qualifications and experience

The ideal candidate will be required to possess at least a Master's level degree in a relevant field and expertise in women's rights and gender supported by relevant experience for at least 7 years. The candidate should also possess analytical skills in gender inequalities in access to resources and benefits, a clear understanding of gender issues; knowledge of legislation and national policy frameworks and experience of human rights and gender. Strong interpretation of the concepts

of WEE as it relates to market systems development and strong presentation and communication skills (both written and oral).

3. Pro-poor and Market Development (MSD/M4P) TA

The key responsibilities for the Pro-poor and Market Development (MSD/M4P) TA will be: To provide technical advice support in the implementation of the EDRFK III activities and jointly with the Entrepreneurship TA take the lead in guiding the EDRFK III team on market assessment/analysis and identify the degree of participation of beneficiaries in both input and output markets , interpreting the capacity building thrust of the extension component of the project to integrate market systems thinking. To inform the design of interventions that will catalyze change process resulting in a more inclusive market system (the poor, women, youth and marginalized) Facilitate the preparation of extension materials to support training and technology transfer among the value chain market actors to respond to market opportunities. He/She will also support evaluation of the extent to which project proposals and implementation is assistive to the poor and marginalized groups in taking advantage of market opportunities. The TA will help deepen the understanding of market for the poor (M4P/MSD), including pro-poor financial access for rural development concepts among the EDRF III team to build a critical mass to re-orient the organization towards systems thinking.

Qualifications and experience

The ideal candidate to lead this part of the TA should possess at least a Master's degree in economics, agricultural field or developmental studies. He/She should have experience in formulation or managing projects involving value chains development. He/She should have wide knowledge and experience in data collection and analysis, financial access, market assessment, and markets development. The TA should have experience in capacity development and mentoring in these areas. He/She should be self-motivated, have proven expertise and experience in project management, a good communicator and presenter both orally and in writing. A minimum of 10 years' hands-on experience is required.

4. Environment and Climate Change TA:

The expert will support the EDRFK III team to identify community demand driven investments with regard to their environmental compliance and assist in developing appropriate sustainable management strategies. The expert will also provide advice and expertise on integration of value chain actors on alternative technologies for adaptation and mitigation to climate change in their enterprise development. She/He will also liaise with relevant Government of Kenya environmental agencies and key environmental stakeholders to ensure project compliance with environmental policy issues. Key duties and responsibilities are elaborated in Annex 2 but will include: Monitor environmental impacts of the project implementation; Deliver quarterly, semi-annual and annual progress reports and any other technical reports that reflect implementation and achievements of EDRFK activities on adaptation to climate change and environmental protection; and coordinate capacity building for the EDRFK III team, regional staff and communities in environmental screening and safeguards.

Qualifications and Experience:

The ideal candidate to lead this work should have a minimum of a Master's Degree in environmental sciences, natural resource management, forestry, agro-forestry, soil and water management or related disciplines. The candidate should: have at least 10 years of professional work experience in the field related to environmental management; be conversant with integration and mainstreaming environment into microenterprises; and have knowledge on how the concepts of reduce, recycle, and reuse can be leveraged in development of micro-enterprises. Experience in programme preparation, implementation, monitoring and evaluation is essential. The candidate should also have good communication skills; analytical problem solving skills; negotiation and, team-building skills. Good knowledge of the National Environmental Policy, the National Environmental Action Plan (NEAP), Forest Policy, Agricultural Act, Water Act, Forest Act, Environmental Management and Coordination Act, 1999 and other related policies and Acts would give added advantage. Previous work experience with governmental, international non-governmental or multilateral organization would be desirable.

5. Entrepreneurial and Business Development TA

Working closely with the pro-poor markets development TA, the expert will advise the EDRFK III team in all matters related to business development, market assessment, and market facilitation with emphasis to strengthening viable business development of the chosen enterprises, deepen understanding of market linkages and market systems thinking determine the kind of farmer based structures and institutions that are needed to empower farmers /beneficiaries to address their constraints and investigate the feasibility of governance systems that can be used in the value chain of farm commodities like commodity/product organizations with a view to developing common interest groups into umbrella organizations. Working closely with pro-poor and gender experts, guide the programme on how EDRF III as a strong WEE links with relevant programmes such as FSD Kenya, ASDSP II and others. The TA will help EDRFK III develop simple guidelines on how to develop viable enterprise businesses.

Qualifications and Experience

The Business Development expert shall have the following qualifications:

- A Master's level degree in Agricultural Economics, Rural markets, Agriculture extension, Agribusiness, Business Administration or other related fields;
- At least eight years of progressively responsible experience in areas of markets facilitation, agricultural and agribusiness policy, economics, or project management;
- Comprehensive knowledge of agriculture and agribusiness, trade policies and Project Management are (required). Considerable knowledge of economic policy analysis, data collection and analysis;
- Strong written and oral presentation skills are (required);
- She/he must have high level economic and policy analytical skills; good verbal communication and excellent writing skills;
- Able to develop and monitor extensive range of high level contacts in the Kenyan Government and private sector. Able to render advice with detachment and objectivity. Ability to give and receive feedback in a constructive, positive manner and work with teams.

ANNEX 2 – Detailed Objective and Scope:

1. Gender Mainstreaming TA

a. Gender Analysis Report

The HiH EA programme contributes towards women’s economic empowerment through providing women (typically smallholder farmers) with support to: increase their incomes; increase their access to productive assets including savings; increase their ability to engage in household decision making relating to finances and undertake climate resilient farming practices.

However, female participants in HiH EA programmes face a number of barriers when either developing or creating a new enterprise, some of which are outlined below:

- Traditional social norms, roles and values which limit the sectors in which women can work and the opportunities to develop their enterprises due to cultural expectations e.g. limited access and control over credit, transport, productive assets including land; when and where they can sell their produce; access to information and markets; traditional roles e.g. collecting firewood/water etc.
- Double burden: childcare and household responsibilities limiting the time they can dedicate to income generation.
- Backlash: potential backlash from male partners to income earned by their female partners over who has access and control over the income and its’ expenditure.

HiH EA seeks a nuanced understanding on these, and other pertinent issues, across the seven counties where the **Enterprise Development for Rural Families in Kenya: Phase 3** programme is implemented to provide a better understanding on the daily challenges and constraints that our members (male and female) face when trying to become economically empowered.

b. Review of the programme pillars to assess each area on the gender continuum

Though the programme currently focuses on supporting 80% women, we know that there are areas of the programme that require further work in order to ensure that we equitably support women to engage with the programme. Such as:

- Supporting more women to take on the roles of group leaders.
- Assessing staff biases in delivering the programme.
- Access to credit: getting a nuanced understanding of the challenges women have when accessing credit through our programme.

HiH EA seeks a consultancy firm/team of consultants to provide an overview and recommendations on ways for the programme to improve its implementation to ensure that the programme is either gender sensitive or gender transformative.

2. Pro-Poor Approach TA

a) Drivers of poverty report

Currently, HiHEA works in the seven counties proposed for the programme and has organizational understanding of the drivers of poverty in these areas. However, due to the evolving nature of the drivers of poverty at a local level, especially in light of increasing climatic events, emerging economic growth in some sectors and increasing youth unemployment, a more nuanced understanding is required. This will ensure that the programme team are aware of and adapt the programme, to the specific localized and potentially emerging drivers of poverty. Particular focus on those being left behind in the development of the economy is required.

b) Design a multi-dimension intervention strategy

Drawing from the poverty drivers, design and advice on the implementation strategies and intervention approaches that will ensure that all drivers of poverty are addressed.

c) Review of current poverty data collection tool and data collection system

Majority of the members who take part in the HiH EA programme are female, rural smallholder farmers. HiH EA finds it challenging to have an accurate assessment of household poverty levels that take into account – income, expenditure, consumption and off-farm income. Therefore, it requires that the Technical Advisor undertakes a review of HiH EA's current poverty data collection tool and data collection process with recommendations. The Technical Advisor is expected to be cognizant of sector best practice and widely used tools and to provide recommendations on: i) adoption of a standard sector tool, or ii) development of internal data collection tool. Further, guidance on the training on the tool, piloting and validation approaches to ensure that it adequately captures poverty data will also be required.

This piece of work is linked to all four output areas of the programme.

3. Climate Resilience and Environment TA

a) Review of existing training on climate resilience

HiH EA delivers training to its programme members on Climate Resilient approaches to agriculture. This is a module that is part of the standard training programme. Additionally, ad hoc training is provided (based on local needs/requirements) to members. This training is delivered using a lead farmer model. The programme team require a review of its existing provision of climate resilient training to programme participants and HiH EA staff to take full advantage of green innovations without limiting the same to the agricultural setting. This review report should entail an assessment of the training provided to both staff and members, assessing its facilitation, methodology and relevance. The Technical Advisor is expected to provide recommendations on: how local staff can best decide what practices are relevant in a local context – what are good learning needs assessment approaches that can be standardized; based on this assessment, how best to facilitate and teach and disseminate those practices; and how

the organization can learn from doing; how best to implement a continual improvement process to ensure that members and staff receive high quality and effective training.

b) Development of assessment tool/s to ensure that climate resilient training is effective

Additionally, HiHEA understands that training female, smallholder farmers on climate resilient practices, translates into increases in incomes at household level. The organization requires Technical Advice on a climate resilient training assessment tool/s. That is to support the organization to assess the quality/relevance of the climate resilient practices provided by members and to ensure that these are translating overtime to demonstrable increases in income and overall household wellbeing. The Technical Advisor should be guided by the need for the tool to be feasible and affordable. Additionally, that programme members are extensively involved in tool design.

c) Provide advice and expertise on climate resilience

Provide advice and expertise on integration of value chain actors on alternative technologies for adaptation and mitigation to climate change in their enterprise development. She/He will also liaise with relevant Government of Kenya environmental agencies and key environmental stakeholders to ensure project compliance with environmental policy issues.

This area of work is linked to Output 4: Improved access to markets

4. Market Development and Linkage Pro-poor and Market Development (MSD/M4P) TA

a) Support the programme team to understand (at local level) local systemic barriers and opportunities for market development (exact parameters to be agreed with the consultant)

HiHEA works with predominantly, female and rural smallholder farmers. They face multiple barriers to accessing opportunities to engage in market systems. The programme team requires Technical Advice for each county, to better understand these barriers, as well as market system failures and opportunities. Using a Market Systems Development or Making Markets Work for the Poor (M4P) approach (with justification for use of these or other frameworks), the team requires a market system analysis using this lens. To make the market system more inclusive, the team endeavors to know who is and why they are traditionally excluded from the system and which excluded actors-if included would have the most catalytic impact on poverty reduction and women empowerment. The team additionally requires a greater understanding of the local service and employment sector to help inform its market linkage strategy for micro-entrepreneurs, farmers and service providers. The Technical Advisors are expected to provide both county and local recommendations on how to address some of these barriers that are achievable through the programme or through linking with partners. Identification of emerging or profitable value chains and opportunities to engage in value addition or processing is also required.

b) To provide a Market Development Strategy for each County

To devise a market development strategy for each county (which also includes and mainstreams the findings from the gender, climate resilience and poverty reports) which will guide the programme to promote market and financial access. The strategy must be aligned with local county development plans and be cognizant of other actors and identify possible partners. Advice on what approach the organization should take in relation to the development and governance of producer/service sector groups that could potentially leverage bigger markets is also required.

c) Ongoing technical advice on market system development

The Technical Advisor is expected to provide technical advice on a quarterly basis to guide and review the implementation of the county market development strategy and programme development and adaptation activities and provide advice to HiH EA on their overall organizational market development approach.

This piece of work is linked to Output 1 and 4: Improved access to information and improved market access.

5. Ongoing Technical Support

As the programme team implement recommendations from the different reports and the review of the programme report, the team will require ongoing support from the Technical Advisors to support the implementation of these actions. The Technical Advisor will be expected to engage with the programme team on a quarterly basis to monitor the implementation of the recommendations, provide guidance and support and support linkages with local gender partners to support the implementation of the programme in each county. Furthermore, the Technical Advisors should provide support on how best to engage members on a systematic basis to ensure that they are engaged in programme governance on being gender sensitive.

This area of work is linked to all four output areas.

To provide technical advice and support to HIH EA across four main areas and deliver:

- 1. Gender:** A Gender Analysis Report and devise a **Gender Strategy** to support the mainstreaming of gender across all programme pillars and a Women Economic Empowerment approach in the intervention. Provide ongoing technical advice to support implementation of the strategy. (Estimate of 40% of input required)
- 2. Poverty:** i) Formative research on the dimensions and drivers of poverty in all implementation counties for the programme's target group and ii) Design a multi-dimension intervention strategy iii) Develop and test (or advise on adaptation of existing) a poverty measurement tool to better capture changes in targeted households poverty levels brought about through the programme. (Estimate of 20% of input required)
- 3. Climate Resilience and Environment:** Review of HiH EA's existing approach to the training of both staff and targeted programme members on climate resilient practices,

particularly those related to agriculture. Provide recommendations on how best to improve both the training of staff, the delivery of training to increase practice adaptation and how best to assess the quality of the training provided. (Estimate of 10% of input required)

4. **Market Development and Linkage:** Formative research on the barriers to market for primarily agricultural produce (but also for local service sector providers), that our target programme members face, and devise a **Market Access Strategy** to address the primary identified barriers. Provide ongoing technical advice on the implementation of the Market Access Strategy. (Estimate of 40% of input required).