

# **REQUEST FOR PROPOSALS**

**RFP No: KCIC/2022/125**

**Provision of Consultancy Services in Business  
Mentorship & Coaching for KCIC Agribiz Clients**

**Client:** Kenya Climate Innovation Center

**Country:** Kenya

**Issued on: 22<sup>nd</sup> September 2022**

## **Provision of Consultancy Services in Business Mentorship & Coaching**

### **1. Background**

Kenya Climate Innovation Center (KCIC) in partnership with European Union (EU) and Danish International Development Agency (Danida) launched the AgriBiz programme on the 6<sup>th</sup> of March 2020. The programme seeks to be a catalyst and enabler towards greater involvement of youth and women in agricultural and livestock value chains. KCIC is implementing the 5-year program through Business Incubation Hubs (BIHs) established in eight (8) counties in Kenya but also benefit the regional economic blocs within which the target counties fall. The eight (8) counties include; Kiambu, Meru, Machakos, Isiolo, Uasin Gishu, Bungoma, Kisii, Kilifi.

The AgriBiz programme fosters innovation through a set of services delivered in the following five pillars:

#### **A. Access to Finance**

Providing Kenyan innovators with a range of competitive financing offerings ranging from proof-of-concept, matching grants, seed capital investments and syndication of larger financing.

#### **B. Business Advisory**

Providing training and mentorship in technical, business and management skills as well as competencies to turn appropriate technologies into viable businesses

#### **C. Access to Facilities**

Provide enterprises with the use of office and technical facilities through registered organizations for product development, testing, training and certification. .

#### **D. Enabling Ecosystem**

Leveraging direct experiences of private innovators to inform relevant government regulations, policies and strategies to encourage profitable local innovation

## **E. Access to information**

The gathering, packaging and disseminating information on the highly dynamic clean technology sector. This includes information on the latest technologies and local markets.

## **2. Project Description**

This engagement aims to assist KCIC roll out the mentorship & coaching program for the KCIC AgriBiz programs. The overall goal of the mentorship and coaching programme is to equip the target clients with business management and entrepreneurship skills that will contribute to their growth. It is expected that as a result of this mentorship and coaching programme, the targeted enterprises will experience growth and result in the creation of decent jobs and employment opportunities for youth and women. The hand holding journey of mentorship and coaching will serve to complement the business advisory and other technical support being offered by KCIC staff to the clients, and will be critical in accelerating the growth of the enterprises under support.

## **3. Objectives and Scope of the Programme**

The AgriBiz Mentorship & Coaching programme will run for Five (5) months with a total of 682 clients across all the 8 BIHs of Kiambu, Meru, Bungoma, Machakos, Uasin Gishu, Kisii, Kilifi and Isiolo ( See annex 1 for distribution of clients per hub and the coverage of each hub).

The overall objective of the Mentorship & Coaching programme will be to sustainably improve and support clients to grow and expand through the provision of business technical assistance and mentorship support. It is expected that the programme will fuel the success of these MSMEs and enable them to survive and grow their revenues, customers, jobs created among others commercial indicator

In seeking transformative growth of businesses, traditional classroom learning is not enough. That is why this programme is built to be highly interactive allowing the entrepreneurs to both discover and apply practical proven tools and methodologies that will help them transform their businesses. The mentorship programme will provide much needed inspirational journeys to entrepreneurs by having mentors who have an entrepreneurial background in business/ agribusiness management. These include but not limited to; successful entrepreneurs, leading social entrepreneurs, and experienced business leaders.

The mentors will work directly with KCIC staff and AgriBiz clients in executing all aspects of the mentorship programme.

The mentorship programme is envisioned to impact, among others:

- a) **Empowerment of Business Owner to Managers:** The business mentorship Programme aims to provide business owners/managers of the selected firms with the ability to make better business decisions and to improve overall strategic business planning ability.
- b) **Improved Companies' Ability to Deal with Challenges:** The mentorship programme would help business owners and managers to be prepared to handle business challenges as and when they occur.
- c) **Improved Financial and Economic Performance:** to create stronger and more stable business enterprises and that the businesses would perform well financially through improved business turnover, sales, production and productivity and thereby enabling the businesses to create jobs and wealth for owners.
- d) **Business Growth and Improvement:** to contribute to business growth and improvement. Through encouraging innovation, new products and services, new ways of working, identifying cost savings, new revenue streams, better marketing strategies and an optimal company structure.
- e) **Access to External Resources/ Improved market linkages:** It is anticipated that the mentorship programme would significantly improve the market knowledge, contacts and relationships that mentees have through interaction with mentors and other stakeholders, which would

facilitate better access to potential clients, investors or partners such corporate companies amongst others.

- f) **Technical Skills** : to strengthen the value chain specific technical skills of the entrepreneurs through capacity building, hand- holding and linkages.

#### **4. Methodology and Structure**

Depending on the level and need of the entrepreneur, the programme will adopt either or a combination of the following mentorship models; GROW, Business model canvas, or Mckinsey 7S Framework. The common needs per hub ( See annex 2 for the needs per hub) shall be handled through a 3- day mentorship bootcamp. Mentors will then be matched to the entrepreneurs on the final day of the bootcamp based on further individual need assessment and action planning. These subsequent individual needs shall be handled through further one- on -one coaching sessions (One individual on site session and 2 individual virtual sessions). See below, the details of the structure;

##### **a) 1 (One) 3-day Mentorship bootcamps Session**

This shall cover the cross-cutting needs across the enterprises. The enterprises shall be grouped into; SMEs, Early-stage companies and CBO/SHG and the cross-cutting needs tackled through group trainings. The mentors will be allocated modules in line with their expertise (See annex 2 for training needs per hub and the expected outputs). The last day of the bootcamp shall see the mentors conduct further individual entrepreneur need assessment which the mentors shall be expected to close through both one on one on- site and virtual coaching sessions.

##### **b) 1 (One) on site Individual mentorship session**

The mentor/coach shall conduct at least 2 hours of one-on-one physical mentorship session to the entrepreneurs under their portfolio. This shall provide the mentor with an opportunity to better understand the nature

of the business and offer on- site mentorship/ coaching to close the gaps identified.

**c) 2 (Two) virtual Individual mentorship sessions**

2 subsequent individual sessions shall be conducted virtually to each entrepreneur. The sessions shall last at least 2 hours per mentee.

**5. Scope of Work**

The mentorship and coaching are expected to last a period of 5 months. The mentors will be expected to deliver the mentorship and coaching programme as per the structure above. Each mentor shall be attached to between 8 -10 mentees, and will be expected to deliver the following outcomes:

- Provide the selected enterprises with the ability to make better business decisions and to improve overall strategic business planning ability.
- Improve the entrepreneurs' abilities to deal with business challenges
- Improve financial and economic performance to create stronger and more stable business enterprises, thereby enabling the businesses to create jobs and wealth for owners.
- Ensure business growth and improvement through increased innovation, new product/ service lines, new cost saving and revenue streams, better marketing strategies and optimal company structures.
- Improved access to external resources/market linkages with potential clients, investors or partners etc.

**6. Reporting arrangements**

The programme will be implemented under the leadership of the AgriBiz Program Manager, with support from the Mentorship Coordinator, and the Business Incubation Hubs (BIHs) Managers taking lead in their respective Hubs.

## **7. Duration and Timelines**

The programme is expected to run for a duration of 5 months from October 2022.

## **8. Qualifications and Experience**

Proposals for the business Mentorship & Coaching program will be considered from qualified individuals that demonstrate and fit the following eligibility criteria;

- A minimum of 5 years' experience offering SMEs, Start-ups, Early-Stage companies and CBO support specifically targeted at investor readiness.
- The qualified individual should demonstrate knowledge of working with SMEs, Early-stage companies and CBOs in agribusiness and ideally should have previous experience working with investors looking for opportunities in the space.
- Individuals should have at least a business-related degree and a Master's degree in Finance or any other related area from an accredited university.
- Demonstrate ability to understand the Kenyan SMEs, Start-ups, Early-stage companies and CBO/SHGs entrepreneurial ecosystem.
- Prior experience in formal business coaching/mentorship or experience working in an SME environment will be an added advantage.
- High level of written and oral communication skills in both English and Kiswahili
- Priority will be given to mentors from the host counties where the incubated enterprises come from ([See Annex 2 for the county specific mentorship needs](#))

## **9. Expected deliverables and outputs**

- Summary baseline report for each client detailing the identified gaps/needs and respective action plans.
- A Three (3) day mentorship bootcamp report including individual mentorship clinics.

- Work plan for the 5-month implementation period including time estimates required for all the stages of the work.
- Monthly Individual mentorship report for individual sessions
- End line report for each client detailing the type of mentorship provided to each client, benefits derived, challenges faced, and to include clear recommendations and action plan for each recommendation.
- A closure report per portfolio of mentees assigned under each mentor.
- Any other deliverables and reports specified in the Scope of Works and/or Inception Report.

## **10. Application Deadline and Submission Details**

An interested and qualified individual who meets the above requirements and available within the time limit indicated above should submit their application clearly indicating;

- The preferred Business Incubation Hub they would like to support
- Their experience and understanding of the assignment
- Availability for the time period indicated
- Expected remuneration in Kenya Shillings

All applications should be submitted to the official email [procurement@kenyacic.org](mailto:procurement@kenyacic.org). The deadline for application is **on Friday 7<sup>th</sup> October 2022 by 5:00pm.**

Any application received after the deadline will not be processed. All inquiries relating to the TOR shall be communicated in written form to the above-mentioned email address.

### Annex 1: Number of Clients per Hub and Number of Mentors Needed

<b>Business Incubation Hub</b>	<b>Number of Clients Per Hub</b>	<b>Counties covered by Hub</b>	<b>Number of Mentors Needed per Hub</b>
Kisii	85	Kisii, Nyamira, Narok, Bomet, Kericho, Migori, Homabay, Kisumu	10
Bungoma	98	Bungoma, Trans Nzoia, Kakamega, Siaya, Vihiga and Busia	10
Uasin Gishu	100	Uasin Gishu, Elgeyo Marakwet, Nandi, Turkana, West Pokot, Baringo	10
Kiambu	76	Kiambu, Nakuru, Nairobi, Murang'a, Nyandarua	9
Machakos	96	Machakos, Makueni, Kitui, Kajiado,	10
Meru	87	Meru, Tharaka Nithi, Embu, Kirinyaga, Nyeri, Laikipia	10
Isiolo	87	Isiolo, Samburu, Mandera, Marsabit, Garissa, Wajir	10
Kilifi	90	Kilifi, Mombasa, Taita Taveta, Kwale, Lamu, Tana River	10

## Annex 2: County/Hub Specific Mentorship Needs

Hub	#	Training	Expertise	Expected Deliverables
Bungoma	1	Human Resources	Human Resources & Personnel Management Expert	Human Resource Policy and Manual
	2	Tax and Legal Compliance	Tax and Legal Compliance Expert	Legal & Tax Compliance Action Plan
	3	Product Costing and Pricing	Product Development and Pricing Expert	Product Costing & Pricing Plan
	4	Agro-processing-Value addition, production compliance.	Processing/production expert	Spread business risks, Business continuity, Increased revenue streams
	5	Strategic & Business Operations Planning	Business Operations and Strategic Planning Expert	Strategic & Operations Plan
	6	Horticulture & Integrated Farming	Crop Expert	Good Crop Farming Practices
	7	Dairy Production & Value Addition	Dairy Expert	Good Dairy Production Practices
	8	Poultry Keeping	Poultry Expert	Good Poultry Keeping Practices
	9	Fish Production & Feed Formulation	Aquaculture Expert	Proper Fish Production & Feed Formulation Practices

	10	Business Management Risk	Risk and Compliance Expert	Risk & Compliance Action Plan
<b>Hub</b>	<b>#</b>	<b>Training</b>	<b>Expertise</b>	<b>Expected Deliverables</b>
<b>Isiolo</b>	1	Apiculture/Aquaculture management	Apiculturist/Apiculture expert	Well capacity build value chain Enterprises
	2	Poultry management	Poultry expert	Well capacity build value chain Enterprises
	3	Regional adaptable & Sustainable livestock farming	Livestock expert	Well capacity build value chain Enterprises
	4	Agro-processing-Value addition, production compliance, standardization, certification and patenting, Product diversification, Regional Bankable investment value chains	Agro-Processing/production Business development/Investment expert	Spread business risks, product development, business compliance, Business continuity, Increased revenue streams
	5	Horticulture management, Regional Agroforestry management	Agronomist	Well capacity build value chain Enterprises
	6	CBO/SHG management, business shareholdership, Compliance in Company/business registration, Business strategies, Taxation and	Legal consultant, compliance/CBO/SHG Expert	Well-structured CBO/SHG Management

		returns, County Government Agribusiness delivery services, departments, Local investment partnership/service providers opportunities(linkages)		
Hub	#	Training	Expertise	Expected Deliverables
Machakos	1	Agro-processing-value addition, certification and production compliance(fruits, grains, apiculture, aquaculture )	Agro processing and Product development, legal expert	Improved revenue streams, legal compliance
	2	Livestock production and management - dairy production and value addition, feedlot/fattening feed formulation, poultry production and feed formulation.	Livestock production expert	Good livestock husbandry, Diverse and integrated revenue streams
	3	Horticulture Farming Practices including seedlings production and Inputs Supply	Agronomist	Capacity building on best horticultural practices
	4	Tax and legal compliance	Certified tax and audit expert	Tax and legal compliance reference material and checklist

	5	Risk Management & Compliance	Risk and Compliance Expert	Identification of Risk, Risk management strategies & action Plan
	6	Human Resource Management	HR Expert	Draft HR Manual and policies
	7	Contract Farming, produce aggregation and value addition	Supply chain management and value addition/processing expert	Diverse and integrated revenue streams
	8	Corporate Governance and Succession Planning	Corporate Governance Expert	Capacity building on board management, shareholding, family and succession planning.
	9	Strategic & Business Operations Planning	Business Operations and Strategic Planning Expert	Strategic & Operations Plan (SOPs preparation, BCP, Diversification)
<b>Hub</b>	<b>#</b>	<b>Training</b>	<b>Expertise</b>	<b>Expected Deliverables</b>
<b>Uasin Gishu</b>	<b>1</b>	Dairy Production & Value Addition (Dairy products value addition, Milk and milk products hygiene, Management of livestock (Basic Inputs-Drugs, feeds and equipments), Diseases/pests management and control, Production records, Feeding Programs)	Dairy Production Expert	Improved dairy husbandry practices, Knowledge in dairy production

	<p><b>2</b> Poultry Keeping (Poultry house setup, Hatching, Chicks management, Feeding programme, Disease control and vaccination, Value-addition and packaging, Contract farming/market linkages)</p>	<p>Poultry Expert</p>	<p>Improved poultry production, Knowledge in poultry management</p>
	<p><b>3</b> Horticulture/Permaculture Farming ( Timing: Planting seasons and marketing seasons, Managing of crops, post-harvest practices , Handling, Hygiene and storage, Production and management processes, Weeds/pests and diseases control)</p>	<p>Agronomist/Horticulturist</p>	<p>Good horticultural farming practices</p>
	<p><b>4</b> Apiculture (Apiculture management- Site selection, pests, modern equipment, Harvesting and storage quality honey value addition/diversification, Market linkages, Productions, packaging and distribution, Capacity building and management)</p>	<p>Apiculturist/Apiculture expert</p>	<p>Good apicultural farming practices</p>

	5	Pig farming (Production and management, Breeding, Feeds formulation, Value addition, Market linkage, Capacity building, Business development)	Pig production expert	Good pig farming farming practices
	6	Tax and Legal Compliance	Certified tax and audit expert	Tax and legal compliance reference material and checklist
	7	Corporate Governance and Leadership	Governance expert	Capacity building on board management, recruitment & retirement and institutional policies
	8	Strategic & Business Operations Planning	Business Operations and Strategic Planning Expert	Strategic & Operations Plan (BPR, SOPs preparation, Business continuity planning, Diversification)
<b>Hub</b>	<b>#</b>	<b>Training</b>	<b>Expertise</b>	<b>Expected Deliverables</b>
<b>Kiambu</b>	1	Tax and legal compliance for Agri-enterprises	Certified tax and audit expert	Tax and legal compliance reference material and checklist
	2	Sales and Marketing	Marketing expert	Capacity building in developing and implementing marketing strategies. Draft sales and marketing plan

3	Dairy Production & Value addition: Dairy cows and goats farming practices including value addition of milk, Beef fattening practices	Dairy Expert	Capacity building on best animal husbandry practices and milk value addition
4	Aggregation and Value addition: sourcing, contract farming, storage, production requirements, products pricing, diversification	Supply chain management and Processing expert	Capacity building on supply management and products diversification, linkage to markets, sample farmer contracts
5	Mushroom Farming Practices  (Production including design of grow houses, use of inputs, composting, business development and value addition of mushrooms)	Mushroom production expert	Capacity building on best mushroom farming practices
6	Aquaculture management  (Ponds construction and management, alternative feeds and feeds formulation, harvesting & storage, value addition)	Aquaculture Expert	Capacity building on best aquaculture practices
7	Horticulture Farming Practices including seedlings production and Inputs Supply	Agronomist	Capacity building on best horticultural practices

	8	Poultry and Rabbit Farming Practices	Poultry expert	Capacity building on best poultry and rabbit rearing practices
	9	Pig farming (Production and management, Breeding, Feeds formulation, Value addition, Market linkage, Capacity building, Business development)	Pig Farming Expert	Capacity building on best pig rearing practices
	10	Apiculture Management including honey processing & value addition	Apiculture Expert	Capacity building on best apiculture practices
<b>Hub</b>	<b>#</b>	<b>Training</b>	<b>Expertise</b>	<b>Expected Deliverables</b>
<b>Meru</b>	1	Business and Tax compliance	Certified tax and audit expert	Tax and legal compliance reference material and checklist
	2	Aquaculture management	Aquaculture Expert/ Director of fisheries Meru County	Capacity building on best aquaculture practices, feed formulation for fish, value addition of fish-how to cut fish fillets, best cooking practices, how to sensitize the Mt Kenya region on fish consumption
	3	Poultry management	Poultry expert	Well capacity build value chain Enterprises

4	Pricing and costing of products	Finance expert	Capacity building on best formula to use while setting competitive product prices
5	Best Horticultural practice and reducing post-harvest waste	Chief of crops and chief of horticulture Meru County	Better practices to avoid crop failure and the decrease of the quality of soil. Reduction on input costs by developing alternative inputs that are more organic. Better practices to increase crop yields
6	Market penetration and market penetration strategies	Marketing expert	This should assist clients who are introducing new products into the market or are adding another product to their offer. Clients will learn about penetration pricing/distributor pricing and marketing strategies that also include developing promotional packages to gain market share as a new entrant
7	Feed Formulation using alternative ingredients (Vermiculture)	Feed Production expert/BSF/Vermiculture expert	Gain knowledge on how to formulate feeds bearing in mind the high cost of feeds in both

				livestock and poultry value chains
	8	Pig Farming Practices	Pig Farming Expert	Capacity building on best practices in pig rearing
	9	Risk Management & Compliance	Risk and Compliance Expert	Identification of Risk, Risk management strategies & action Plan
	10	Human Resource Management	HR Expert	Draft HR Manual and policies
<b>Hub</b>	<b>#</b>	<b>Training</b>	<b>Expertise</b>	<b>Expected Deliverables</b>
<b>Kilifi</b>	1	Tax and Legal Compliance	Certified tax and audit expert	Tax and legal compliance reference material and checklist
	2	Corporate Governance, Succession Planning and Group dynamics	Governance expert - Businesses and Groups	- Capacity building on board management, shareholding, family and succession planning.
	3	Strategic & Business Operations Planning	Business Operations and Strategic Planning Expert	Strategic & Operations Plan (SOPs preparation, BCP, Diversification)
	4	Pig farming (Production and management, Breeding, Feeds formulation, Value addition, Market linkage, Capacity building, Business development)	Pig production expert	Good pig farming practices

	5	Poultry and Rabbit Farming Practices	Poultry and rabbit farming expert	Capacity building on best poultry and rabbit rearing practices
	6	Apiculture Management	Apiculture Expert	Capacity building on best apiculture practices
	7	Horticulture and Crop Farming Practices including seedlings production and Inputs Supply	Agronomist	Capacity building on best horticultural practices
	8	Animal husbandry: Dairy cows, goats and pig farming including value addition of milk	Dairy Expert	Capacity building on best animal husbandry practices
	9	Aggregation and Value addition: sourcing, contract farming, storage, production requirements, products pricing, diversification	Supply chain management and Processing expert	Capacity building on supply management and products diversification, sample farmer contracts
	10	Coconut, Groundnuts and Cashewnuts farming and processing	Nuts and Oil processing expert	Capacity building on processing of nuts into oils and foods
<b>Hub</b>	<b>#</b>	<b>Training</b>	<b>Expertise</b>	<b>Expected Deliverables</b>
<b>Kisii</b>	1	Business and Tax Compliance	Certified tax and audit expert	Tax and legal compliance reference material and checklist

	2	Corporate Governance, family and Business & Succession Planning	Governance expert	Capacity building on corporate philosophies, board/ shareholding management, family and business & succession planning.
	3	Group Governance	Governance expert	Capacity building on group management and relevant documentation
	4	Sales and Marketing	Marketing Professional	Marketing Plan: ABL, BTL, Digital Marketing
	5	Financial Management	Corporate Finance Expert	Capacity building on the analysis of financial statements and projections for strategic planning.
	6	Strategic & Business Operations Planning	Business Operations and Strategic Planning Expert	Strategic & Operations Plan (SOPs preparation, BCP, Diversification)
	7	Aquaculture management	Aquaculture Expert	Capacity building on best technical practices in aquaculture
	8	Alternative feed management: BSF, Vermiculture, Azolla	Feed Production/BSF/Vermiculture expert	Capacity building on alternative feed management practices

	9	Poultry commercialization	Agribusiness expert with bias towards poultry commercialization	Capacity building on commercialization of poultry value chain
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