REPUBLIC OF KENYA

MINISTRY OF AGRICULTURE AND LIVESTOCK DEVELOPMENT

STATE DEPARTMENT FOR AGRICULTURE

FOOD SYSTEMS RESILIENCE PROJECT (FSRP)

CREDIT NO: 7328-KE, 7327-KE

PROJECT ID NO: P177816

TERMS OF REFERENCE (TOR)

FOR INDIVIDUAL CONSULTANT

CONTRACT TITLE: PRIORITIZATION OF HIGH-IMPACT, TRANSFORMATIVE INVESTMENTS TO SUSTAINABLY BOOST AGRICULTURAL PRODUCTIVITY AND COMMERCIALIZATION IN KENYA'S NORTHERN AND ARID AND SEMI-ARID LANDS (ASAL) COUNTIES

Contract No: KE-MOALF-569681-CS-INDV

Client:

The Principal Secretary

State Department for Agriculture

Ministry of Agriculture and Livestock Development (MoALD)

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1. Background and Strategic Context

Kenya's Northern and Arid and Semi-Arid Lands (ASAL) counties - Garissa, Wajir, Mandera, Marsabit, Isiolo, Samburu, Turkana, Tana River, Lamu, West Pokot, Elgeyo Marakwet, Baringo, and Laikipia - represent a significant opportunity for sustainable agricultural transformation. The region possesses considerable potential for livestock production, irrigated agriculture, drought-tolerant crops, rangeland management, and value addition. However, agricultural productivity and commercialization remain constrained by recurrent droughts, climate variability, limited infrastructure, weak market linkages, inadequate investment, and low adoption of improved agricultural technologies.

The Government of Kenya has identified agricultural transformation in the ASALs as a national priority under the Bottom-Up Economic Transformation Agenda (BETA) and the Agricultural Sector Transformation and Growth Strategy (ASTGS). These policy frameworks emphasize increasing agricultural productivity, improving market access, strengthening climate resilience, promoting private sector participation, and creating sustainable employment opportunities for women and youth.

The assignment also supports Kenya's broader commitments under regional integration frameworks, including the East African Community (EAC) and the African Continental Free Trade Area (AfCFTA), by identifying investments capable of strengthening regional agricultural value chains, enhancing food security, improving livestock and crop trade, and increasing competitiveness within regional markets.

The Government further recognizes that achieving sustainable agricultural transformation requires well-prioritized, evidence-based investments that are technically sound, economically viable, environmentally sustainable, socially inclusive, and capable of attracting financing from public resources, development partners, and private investors.

Accordingly, the Ministry of Agriculture and Livestock Development (MoALD) seeks to engage an experienced Individual Consultant to undertake a comprehensive assessment and prioritization of high-impact agricultural investments that will accelerate productivity growth, commercialization, climate resilience, and long-term economic development across Kenya's Northern and ASAL counties. The assignment will generate an evidence-based investment pipeline to support Government planning, resource mobilization, and implementation of transformative agricultural investments.

2. Objective of the Assignment

2.1. Overall Objective

To identify, rigorously assess, and prioritize a pipeline of transformative agricultural investments capable of sustainably increasing agricultural productivity and commercialization in the target counties while maximizing economic returns, climate resilience, social inclusion, environmental sustainability, and investment readiness for public, private, and development partner financing.

The Consultant shall facilitate an evidence-based and participatory investment prioritization process that strengthens Government decision-making and supports resource mobilization for implementation.

2.2. Specific Objectives

The Consultant shall:

- Identify and shortlist 10 - 15 high-potential investment opportunities across crops, livestock, integrated systems, value addition, and enabling infrastructure.
- Assess and rank investment options using a transparent multi-criteria decision analysis (MCDA) framework considering: i) productivity gains and commercialization potential (including regional export and AfCFTA linkages); ii) economic returns (NPV, IRR, benefit-cost ratio); iii) jobs created, women/youth inclusion, climate resilience/adaptation metrics; and iv) global sustainability attributes (e.g., GHG mitigation, biodiversity, alignment with SDGs and Paris Agreement).
- Develop a prioritized investment pipeline and recommend appropriate financing approaches for implementation.
- Provide an implementation and finance roadmap that identifies feasible public, private and blended finance mechanisms.

- Strengthen Government capacity by providing practical decision-support tools, analytical products, and strategic recommendations to guide future agricultural investment planning.

3. Scope of Work

The Individual Consultant shall personally lead and undertake the assignment and shall be responsible for all technical analyses, findings, recommendations, and deliverables. The Consultant shall apply independent professional judgment while working closely with the Client and relevant stakeholders throughout the assignment.

Where highly specialized technical inputs are required, such as GIS analysis, advanced financial modelling, spatial analysis, database development, graphic design, or data visualization, the Consultant may engage short-term technical specialists with the prior written approval of the Client. Such technical support shall complement, and not replace, the Consultant's primary responsibilities. The Consultant shall remain fully accountable for the quality, accuracy, completeness, and timely delivery of all outputs.

3.1 Specific tasks:

- **i.** Undertake a concise but comprehensive diagnostic of current agricultural and livestock productivity, commercialization gaps, key constraints, and lessons from existing interventions. Benchmark against successful regional (Horn of Africa/East Africa) and global drylands transformation cases.
- **ii.** Review existing agricultural infrastructure and identify key investment gaps using available data and targeted field verification. The assessment shall evaluate: Physical condition and functionality; Capacity and utilization levels; Spatial distribution and coverage gaps; and Climate resilience and sustainability;
- **iii.** Identify and assess high-impact investment opportunities in crop, livestock, irrigation, value addition and enabling infrastructure. Consider climate resilience and regional market opportunities where relevant;
- **iv.** Design and apply a transparent investment prioritization framework to evaluate and rank proposed investments based on their potential to increase agricultural productivity, commercialization, climate resilience, social inclusion, and

implementation feasibility. The framework shall utilize a Multi-Criteria Decision Analysis (MCDA) approach supported by cost-benefit analysis, including Net Present Value (NPV), Internal Rate of Return (IRR), and Benefit-Cost Ratio (BCR), where appropriate, to assess the economic and financial viability of proposed investments. The assessment shall also consider implementation risks, institutional capacity, scalability, and alignment with national agricultural development priorities. The Consultant shall develop a clear and evidence-based ranking of investment options and provide practical recommendations for phased implementation and financing.

v. Assess implementation readiness, institutional arrangements, major implementation risks and propose mitigation measures.

vi. Conduct inclusive stakeholder consultations at the national and county levels to validate findings, identify investment priorities, and strengthen ownership of the investment prioritization process. The consultations shall include relevant National Government Ministries, Departments and Agencies (MDAs), County Governments, farmer organizations, private sector actors, and development partners, as appropriate. The Consultant shall assess stakeholder perspectives on investment opportunities, implementation challenges, market access, financing constraints, and institutional capacity to inform the prioritization process. Additional stakeholder consultations may be undertaken where necessary to support the quality and completeness of the assignment.

vii. Develop a prioritized, phased investment pipeline (quick wins, medium-term, flagship projects) with clear cost estimates, expected outcomes and targets including regional trade and global sustainability contributions, implementation arrangements, monitoring and evaluation indicators, risk mitigation strategies, and specific recommendations for mobilizing private and donor investment such as PPP structuring, carbon finance readiness, and ESG packaging. Emphasize creating bankable propositions attractive to international financiers and aligned with global agendas for sustainable, resilient food systems.

For each prioritized investment, the Consultant shall prepare a standardized Investment Profile to support investment decision-making and resource mobilization. Each

Investment Profile shall include, at a minimum: (i) strategic rationale and objectives; (ii) proposed location(s) and geographic coverage; (iii) target beneficiaries; (iv) estimated capital (CAPEX) and operating (OPEX) costs; (v) implementation period and phasing; (vi) economic and financial analysis, including NPV, IRR, and benefit-cost ratio, where feasible; (vii) proposed financing model, including opportunities for public financing, PPPs, blended finance, carbon finance, and private investment; (viii) expected productivity, commercialization, climate, and socio-economic benefits; (ix) environmental and social safeguard considerations; (x) institutional and implementation arrangements; (xi) key implementation risks and mitigation measures; and (xii) an assessment of bankability, donor suitability, and private sector investment potential.

4. Duration and Location of the Assignment

The assignment duration is 180 days from the date of contract commencement. The assignment will be undertaken in the Northern Region Counties include: Garissa, Wajir, Mandera, Marsabit, Isiolo, Samburu, Turkana, Tana River, Lamu, West Pokot, Laikipia, Baringo and Elgeyo Marakwet counties.

5. Reporting, Management and Accountability

The contract is expected to commence within 5 days from the contract signature date.

The Individual Consultant shall report directly to the Principal Secretary and will work closely with the FSRP project teams program teams, relevant Directorates of the Ministry, County Governments, development partners, and other stakeholders to ensure ownership and technical quality of the assignment.

The Consultant shall maintain the highest standards of professional integrity, analytical rigor, technical excellence, quality assurance, and responsiveness throughout the assignment.

All reports and deliverables shall be reviewed by the Client, and consolidated comments shall be communicated to the Consultant for incorporation prior to formal acceptance.

6. Deliverables, Timelines and Payment Schedule

The Consultant shall prepare and submit the deliverables in accordance with the agreed work plan. All deliverables shall be evidence-based, technically rigorous, and suitable for informing Government policy, investment planning, and resource mobilization. The Consultant shall remain fully responsible for the technical quality, consistency, and timely submission of all outputs.

6.1. Deliverables:

The deliverables and submission schedule shall remain as specified below:

i. **Inception Report (Day 15)**: Refined methodology, detailed work plan, stakeholder engagement strategy, data collection tools, quality assurance plan, and a customized investment prioritization framework incorporating sustainability, climate resilience, and investment attractiveness criteria.

ii. **Interim Report (Day 100):** Diagnostic assessment findings, infrastructure and systems analysis, regional and international benchmarking, longlist of investment opportunities, preliminary economic assessment, and initial investment prioritization and ranking.

iii. **Draft Final Report (Day 150):** Comprehensive analysis of shortlisted investments, detailed prioritization results, investment pipeline, implementation and financing roadmap, economic and financial analyses, risk assessment, and projected national, regional, and global impacts.

iv. **Final Report and Supporting Investment Package (Day 180):** A finalized report incorporating comments from the Client and stakeholders, together with:

   a. Executive Summary and Policy Brief;

   b. Investment Prospectus;

   c. Standardized Investment Profiles for each prioritized investment;

   d. Results Framework, including measurable indicators, baselines (where available), annual and end-of-programme targets, implementation milestones, estimated financing requirements, expected economic and social returns, climate resilience indicators, monitoring and evaluation arrangements, and reporting framework;

e. GIS maps, databases and spatial datasets;

f. Economic and financial models;

g. Knowledge transfer materials, analytical tools and databases developed during the assignment;

h. PowerPoint presentation; and

i. A validation and dissemination workshop.

6.1.1. Submission Requirements

Interested Individual Consultants shall submit:

- **Curriculum Vitae (CV):** A comprehensive CV detailing qualifications, professional experience, and at least three comparable assignments, including client references and the Consultant's specific role.
- **Cover Letter:** A brief cover letter summarizing the Consultant's suitability, availability, and interest in undertaking the assignment.
- **Technical Proposal:** A concise proposal (maximum 10 pages) describing the Consultant's understanding of the assignment, proposed methodology, work plan, stakeholder engagement strategy, data collection approach, analytical methods, quality assurance arrangements, and approach for integrating multidisciplinary inputs.
- **Financial Proposal:** An all-inclusive lump-sum financial proposal or daily professional fee covering professional services and all anticipated assignment-related costs, including travel, accommodation, fieldwork, workshops, and incidental expenses.
- **Supporting Documentation:** Copies of academic qualifications, professional certifications (where applicable), and contact details for referees from similar assignments.

6.2. Timelines and Payment Schedule

Payments under the contract shall be performance-based and linked to the satisfactory completion, submission, and acceptance of the agreed deliverables by the Client. The payment schedule is intended to ensure timely delivery of high-quality outputs while providing a transparent framework for contract administration. Payment shall be made upon the Client's review and formal acceptance of each deliverable in accordance with the provisions of the contract.

Deliverable	Timeline	Payment
Submission and acceptance of the inception report	Day 15	15%
Upon acceptance of the interim report	Day 100	25%
Upon submission of the draft final report	Day 150	30%
upon submission of the final report	Day 180	30%

7. Consultant Qualification and Experience Requirements

The assignment shall be undertaken by a highly qualified Individual Consultant with demonstrated expertise in agricultural transformation, investment planning, agricultural economics, climate-resilient agriculture, and strategic policy advisory services.

The Consultant shall demonstrate the ability to independently undertake complex analytical assignments involving multiple stakeholders while coordinating technical inputs from Government institutions and, where approved, specialized technical experts.

7.1. Qualifications and Experience

The Individual Consultant shall demonstrate the following minimum qualifications:

- A Master's degree in Agricultural Economics, Development Economics, Agricultural Development, International Development, Rural Development, or another closely related discipline.

- A minimum of 10 years' general experience of progressively responsible professional experience in agricultural transformation, investment planning, food systems development, climate-resilient agriculture, or rural development is required.
- At least 3 years' specific experience in designing, evaluating, and prioritizing large-scale agricultural investment programmes, particularly within Arid and Semi-Arid Lands (ASALs) or comparable dryland environments and successful completion of at least three (3) assignments of similar scope and complexity within the last ten (10) years. Experience on assignments financed by the World Bank, other Multilateral Development Banks (MDBs), bilateral development partners, or national governments will be an added advantage.
- Demonstrated experience working with national governments, county governments, regional organizations, development partners, and private sector stakeholders.

i. Technical Competencies

The Individual Consultant shall demonstrate proven expertise in:

- Agricultural economics, agricultural transformation, and strategic investment planning.
- Economic and financial appraisal of investments, including cost-benefit analysis, Net Present Value (NPV), Internal Rate of Return (IRR), and Benefit-Cost Ratio (BCR).
- Investment prioritization using evidence-based analytical approaches, including Multi-Criteria Decision Analysis (MCDA).
- Climate-smart agriculture, sustainable agricultural development, and resilience-building in Arid and Semi-Arid Lands (ASALs).
- Preparation of investment strategies and implementation roadmaps to support public investment planning and resource mobilization.

- Stakeholder engagement and facilitation, including consultations with national and county governments, the private sector, development partners, and farming communities.
- Preparation of high-quality analytical reports, policy briefs, and strategic recommendations to support government decision-making.

ii. Leadership and Coordination Capacity

The Individual Consultant shall demonstrate the ability to:

- Lead complex multidisciplinary assignments involving multiple stakeholders.
- Coordinate technical inputs from Government ministries, county governments, development partners, research institutions, and private sector actors.
- Facilitate high-level policy dialogue, stakeholder consultations, and validation workshops.
- Produce high-quality analytical reports, investment prospectuses, policy briefs, presentations, GIS products, and other decision-support materials suitable for senior government officials and development partners.

Support Arrangements

The Consultant may engage short-term technical support for specialized analytical tasks, subject to prior approval by the Client. The Consultant shall remain fully responsible for the quality and timely delivery of all outputs.

8. Obligations of the Client

The Client shall:

- Provide available background reports, policies, strategies, project documents, and relevant datasets;
- Facilitate official introductions to National Government Ministries, Departments and Agencies (MDAs), County Governments, development partners, and other stakeholders;
- Coordinate stakeholder meetings and validation workshops;

- Provide timely review and consolidated comments on submitted deliverables; and
- Facilitate access to available information required for the assignment.

The Client shall not be responsible for the Consultant's day-to-day professional activities or technical analyses.

9. Obligations of the Consultant

- The Consultant shall perform the Services with due diligence, efficiency, integrity, and professionalism in accordance with generally accepted professional standards and practices.
- The Consultant shall carry out the assignment in accordance with the agreed work plan and timelines, exercise independent professional judgment, maintain the confidentiality of all information obtained during the assignment, avoid conflicts of interest, and safeguard the legitimate interests of the Ministry of Agriculture and Livestock Development in all dealings with third parties. The Consultant shall remain fully responsible for the quality, accuracy, and timely delivery of all agreed outputs.
- The consultant will be required to make his own travel and accommodation arrangements during consultations with different stakeholders to ensure the assignment is carried on smoothly and seamlessly within the timeframe provided.

10. Confidentiality and Intellectual Property Rights.

All reports, databases, analytical models, GIS products, templates, presentations, investment profiles, policy briefs, working papers, and other documents prepared under this assignment shall become the sole property of the Government of Kenya.

The Consultant shall treat all information obtained during the assignment as strictly confidential and shall not disclose, reproduce, publish, or use such information for any purpose other than the performance of the assignment without the prior written consent of the Client.

The Consultant shall return all documents, datasets, records, and other materials provided by the Client upon completion or termination of the assignment.