

Business Innovation Facility Terms of Reference – Kenya Tea Swaps Market Lead

1. Background

1.1 The Business Innovation Facility

The Business Innovation Facility (BIF) is a £40m private sector development programme funded by the UK Department for International Development (DFID) and implemented by PwC. The objective of the programme is to enable low-income producers and consumers to benefit at scale from their engagement with commercial markets. BIF does this by facilitating change in the market at a system level.

So far, like most market systems programmes, BIF has taken a ‘country-led’ approach in selected countries (currently Burma, Nigeria and Malawi). BIF intervenes in markets that meet the following criteria:

- Are highly relevant to poor people;
- Provide increasing opportunities for the poor through market growth;
- For which there are feasible mechanisms for BIF to provide meaningful support; and
- Where there is good alignment with other development efforts.

Alongside its ‘country-led’ programmes, BIF has a ‘company-led approach’, selecting markets to assess and intervene in based on a different entry point, which is that of companies that are driving change and innovation in those markets.

1.2 Kenya Tea Swaps Project

Under this approach, BIF will be undertaking a project in Kenya to design and pilot the use of swaps as a mechanism to purchase tea at the Mombasa auction. This project was initiated by Tea 2030, a group set up in 2013 to help create a sustainable future for tea. The group includes large tea buying companies such as Unilever, Tata Global Beverages (TGB), Camellia and Finlays as well as NGOs such as the Rainforest Alliance, Fairtrade and the Ethical Tea Partnership and representatives from academia and trade associations. It is led by Forum for the Future, who will work alongside BIF on this project. Over the past five years Tea 2030 has conducted research into a number of issues in the tea industry that impact smallholder suppliers, and consequently threaten their future production capacity and therefore the sustainability of supply as a whole.

The key drivers of this project are the desire of tea buying companies to reduce the impact that tea price volatility has both on their businesses, but most importantly, on the organisations and smallholder suppliers who produce and sell tea. Price volatility leads to high costs of short term borrowing for operational costs and uncertainty of returns for smallholder farmers. As a consequence, smallholder earnings from green leaf and from KTDA profits are reduced, as well as their ability to plan ahead and invest in their farms.

BIF undertook a rapid market assessment of the Kenyan tea market, focussing on the challenges experienced by smallholder tea growers, the bulk of whom supply to, and are shareholders of, the Kenya Tea Development Agency (KTDA). The market assessment proposed the following activities:

1. Piloting of tea swaps at Mombasa, testing the feasibility of calculating an acceptable baseline price, and getting feedback from buyers and sellers to develop a full business case.

2. Running campaigns that identifies key stakeholders, communicates the concept of swaps to these stakeholders effectively, and identifies and addresses any concerns that are raised. This will be divided into
 - a) Tea buyers
 - b) Tea producers and sellers
3. Identifies a channel by which swaps can be introduced to the Mombasa auction in a commercially viable manner.

1.3 Responsibilities

Activities 1, 2a and 3 will be managed by Forum for the Future, who convene the Tea 2030 group and have strong relationships and knowledge of the tea buyers, and the technical elements of the tea swaps mechanism.

The Kenya Tea Swaps Market Lead will be responsible for delivering activity 2b. It will be critical to the success of this project that government agencies, membership organisations and local businesses engaged in the tea industry are bought-in to the concept of tea swaps in order for the project to succeed. The Kenya Tea Development Agency (KTDA) is the most important single stakeholder, representing 90% of Kenyan tea smallholders, and with whom the Market Lead will need to build a close working relationship.

In addition, the Market Lead will need to ensure technical and management documents are maintained, reporting on the progress of market/intervention activities on a monthly basis and monitoring progress towards the achievement of established targets and objectives, utilising indicators agreed in the BIF programme logframe. The Market Lead will need to work alongside the BIF Global M&E Lead and any local M&E support to ensure that development indicators for the impact of the project of KTDA smallholders are well designed and captured.

The Kenya Tea Market Lead will report to the Kenya Country Lead. Technical oversight with regard to the delivery of activities in line with the BIF market systems approach and approved scope of work will be provided from the BIF team based in the UK who has the overall responsibility for delivery of the BIF programme.

2. Requirements

Qualifications and experience:

- Educated to Masters level in subjects such as Agribusiness, Economics, Business or similar;
- A minimum of 10 years of work experience in agribusiness or value chain development projects in Africa, and preferably in the development context;
- A deep understanding of the Kenyan tea industry and the key stakeholders in both the public and private sectors;
- Knowledge of business management gained through experience in the private sector and / or management consulting experience;
- Experience in project design and delivery, M&E and reporting;
- Experience working on market systems-based projects would be advantageous.

Personal competencies:

- Confidence to develop strong relationships with senior level clients and stakeholders, i.e. government officials, donors partners and business executives;

- The ability to navigate complex political economies and agendas to understand the power structures of relevant government agencies, memberships organisations and private businesses to be able to facilitate change;
- Strong analytical skills and ability to recognise implementable solutions and apply findings and recommendations independently;
- Project management skills: able to plan and manage budgets; work under time pressure to deliver high quality outputs;
- A high level of commercial awareness and understanding of business, since BIF predominately delivers interventions with the private sector;
- Flexibility to work as a team player (with a team based in Kenya and international experts based in the UK) and pick up additional tasks in the project at short notice.

3. Further details

Candidates should have part-time availability for 12 months.

The successful candidate will be offered a competitive compensation package. Please send a curriculum vitae in the below template and a recent short piece of written work (both less than two pages) to Claire Boyani at claire.boyani@pwc.com and Lizzy Fitzgerald at elizabeth.a.fitzgerald@pwc.com by 22 October 2018.

Name	
Overview	
<i>Selected project experience</i>	
Time period	Role <ul style="list-style-type: none"> ▪ Bullets on key features of project / role
<i>Education</i>	
Date: Qualification:	

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