



REQUEST FOR CONSULTANCY SERVICES TO CONDUCT MARKET RESEARCH AND DEVELOP A BUSINESS CASE FOR A TRADITIONAL FOODS & HERB PRODUCTS AND/OR KNOWLEDGE-BASED TICAH SOCIAL ENTERPRISE

TOR Reference: 03/2026

TICAH is a feminist organization that works to promote health, equitable relationships, and community action. We believe that culture shapes health, that beauty is powerful, that expression is activism and that stories have something to teach. Our work focuses on the follow critical areas:

Listening and Co-creation - We start by listening to communities' stories, cultures, challenges, opportunities, adaptations, and more. Through listening and discussion, we co-create programs finding progressive ways to address Kenya's most pressing issues.

Safe Spaces and values clarification - We create safe spaces for people to openly share their views, values, challenges and experiences without judgment or repercussions. In these spaces, we also clarify values that we individually or collectively have about certain issues or ideas. By clarifying values, we establish areas where we connect and where we need to find mutual understanding. Facilitation and

Training of trainers - We are facilitators supporting communities to organize themselves, find local solutions to challenges, advocate for change and protect one another. We have developed several tools to support conversations and learning in workshops. We provide these materials to local trainers and facilitators to share within their communities after they are trained on how to use them.

Advocacy and Celebration - We raise our voices to advocate for better laws, policies and practices to protect rights, access to holistic health services, freedom of expression, indigenous culture, sexuality and reproductive health. We celebrate the beauty and diversity of ideas, ethnicities, religions, sexuality, music, art, genders, indigenous cultures, and traditions as expressions of a healthy society.

Our priority areas are Gender Justice, Climate Justice, and Holistic Health. TICAH's four programs are:

- **Art with Heart:** Working with artists and through arts practices to build community, activate and revitalize public spaces, raise marginalized voices and find healing and wellness.
- **Healthy Households** work with households to stay healthy and prevent illness by incorporating practical, affordable, and sustainable practices by focusing on food and herbal remedies.
- **Indigenous Knowledge and Culture** Working closely with cultural practitioners and elders to bring positive indigenous knowledge and culture into holistic health and solving community challenges.
- **Our Bodies, Our Choices**, an SRH program encouraging more honest and healthy approaches to sexual life through curricula, training, peer discussions and a hotline.

Background

In 2025, TICAH developed a Sustainability Policy that articulates our intention to diversify our income streams and explore social enterprise development. We convened a series of internal workshops to understand social enterprises and explore opportunities that align with TICAH's



mission and long-term sustainability goals. One of the most prominent emerging ideas includes an enterprise focused on **traditional foods and herbal products and/or knowledge** given TICAH's longstanding work in promoting food as medicine, weekly plant talks and experience in supporting communities in establishing kitchen gardens.

To move from ideation to informed decision-making, TICAH seeks to engage a consultant to lead the team to further refine this idea, undertake **market research, feasibility analysis, and business case development** to assess the viability of the proposed concept(s) and recommend a path forward.

Within its social enterprise development, TICAH aims to safeguard indigenous knowledge systems, community livelihoods and cultural heritage. We seek to develop an ethical, feminist, and environmentally sustainable enterprise that can support our ambitions to generate income for our organization to reinvest in our programming. The assignment will begin with a co-design and refinement phase, ensuring that the proposed social enterprise concept is clearly articulated and grounded in TICAH's values, mission, and strategic objectives before deeper market testing. The consultant is expected to use participatory and collaborative methods, centering the knowledge and experience of the TICAH team and relevant community perspectives while applying a business lens to ensure that our enterprise is of mutual benefit to TICAH and the community members involved.

Objective

The objective of this consultancy is to support TICAH to:

- Validate the **market demand and feasibility** of a traditional foods and/or herbal products and/or knowledge-based social enterprise
- Assess the **financial, operational, regulatory, and social viability** of the proposed idea
- Develop a **clear, evidence-based business case** to inform decisions on piloting, investment, and scale
- Ensure the enterprise model aligns with **TICAH's feminist values, community benefit goals, and ethical standards**

Scope of Work

The consultant will undertake the following key tasks:

1) Concept Refinement & Co-Design

The consultant will facilitate a structured **concept refinement and co-design process** with the TICAH team, building on insights from previous ideation workshops.

This will include:

- Reviewing and synthesizing outputs from prior workshops
- Clarifying the core social enterprise concept(s), including value proposition, target market, and intended social impact

- Facilitating at least **one (1) internal refinement workshop** with the TICAH team to stress-test assumptions and refine the model
- Documenting refined assumptions and design choices to inform subsequent market research and feasibility analysis

2) Market Research & Demand Analysis

- Identify and analyze target markets and customer segments (e.g. consumers, institutions, retailers, wellness markets)
- Assess demand trends related to traditional foods, herbal products, and “food as medicine” knowledge and edu-tech
- Map existing and emerging competitors and comparable models (local, regional, and/or global)
- Analyze pricing dynamics, purchasing behavior, and market access barriers
- Identify opportunities for differentiation grounded in culture, quality, ethics, and social impact

3) Business Model & Feasibility Analysis

- Assess the proposed enterprise model(s), including:
 - Value proposition
 - Production and sourcing models
 - Supply chain considerations
 - Distribution and sales channels
- Analyze operational requirements (staffing, skills, infrastructure, partnerships)
- Review legal, regulatory, and compliance considerations relevant to:
 - Food products
 - Herbal products
 - Edutech products
 - Health and safety standards in Kenya
- Identify key risks and mitigation strategies

4) Financial Analysis & Projections

- Develop high-level financial projections including:
 - Start-up and capital costs
 - Operating costs
 - Revenue assumptions
- Model multiple scenarios (conservative, realistic, optimistic)
- Identify break-even points and cash-flow considerations
- Explore appropriate financing options (grants, patient capital, blended finance, partnerships)

5) Social & Cultural Impact Considerations

- Assess the potential social, cultural, and health impact of the enterprise
- Consider implications for:
 - Community participation and benefit
 - Indigenous knowledge protection
 - Gender and power dynamics within the value chain
- Recommend safeguards to ensure ethical sourcing, benefit-sharing, and cultural integrity

6) Business Case Development

- Develop a clear, decision-oriented business case that:
 - Summarizes findings from market and feasibility analysis
 - Assesses viability and readiness
 - Recommends whether and how to proceed
- Outline practical next steps, including:
 - Piloting options, incl. HR needs
 - Phased implementation
 - Key assumptions to test

Key Deliverables

The consultant will deliver the following:

1. **Inception & Concept Refinement Workshop with TICAH Social Enterprise Committee**
2. **Inception Report & Workplan**
3. **Market Research & Feasibility Report**
4. **Financial Model & Assumptions** (Excel or equivalent)
5. **Business Case Document** (decision-ready, donor/investor friendly)
6. **Executive Summary** (maximum 5–7 pages)
7. **Presentation of Findings** to TICAH Social Enterprise Committee

Methodology & Approach

The consultant is expected to propose a methodology that includes:

- Desk review of relevant literature and market data
- Stakeholder interviews (internal, community, and market actors)
- Engagement with potential customers or users where appropriate
- Iterative feedback and validation with the TICAH Social Enterprise Committee

A **participatory, culturally sensitive, and feminist approach** is strongly preferred.

Duration & Timeline

- **Duration:** 8 weeks
- **Start date:** Late March 2026
- **End date:** Mid May 2026
- **Estimated level of effort:** 15–25 working days

Indicative Timeline:

- **Week 1:** Inception, review of existing materials, **concept refinement workshop**, and confirmation of refined scope and assumptions
- **Weeks 2–3:** Market research and stakeholder interviews
- **Weeks 4–5:** Analysis and business model development
- **Week 6:** Financial modeling and scenario analysis
- **Week 7:** Draft business case and validation



- **Week 8:** Final deliverables and presentation

Required Qualifications & Experience

The consultant should demonstrate:

- Proven experience in **social enterprise development**
- Strong background in **market research and financial analysis**
- Experience working with **agriculture, food security, health, edu-tech and/or cultural enterprises**
- Understanding of **traditional foods, herbal products, edu-tech or indigenous knowledge systems**
- Familiarity with the **Kenyan regulatory and market context**
- Alignment with **feminist, ethical, and community-centered approaches**

Application Process

Interested consultants should submit:

- Technical proposal (approach, methodology, workplan)
- Financial proposal (daily rate and total cost)
- CV(s) of lead consultant(s)
- Examples of similar assignments
- At least two professional references

Proposals will be assessed based on:

- Understanding of the assignment
- Quality and feasibility of the proposed approach
- Relevant technical and contextual experience
- Cost and value for money
- Alignment with TICAH's values and ways of working

Submission Deadline

Applications should be sent to [**procurement@ticahealth.org**](mailto:procurement@ticahealth.org) with the subject line:

“TICAH Social Enterprise Consultancy – [Your Name]” by 24 March 2026.