



THE COUNTY GOVERNMENT OF KIAMBU
DEPARTMENT OF AGRICULTURE, CROP PRODUCTION,
IRRIGATION & MARKETING
P.O. Box 2344 – 00900 KIAMBU

CALL FOR EXPRESSION OF INTEREST (EOI)

EXPRESSION OF INTEREST
FOR
CONSULTANCY SERVICES TO DEVELOP A SHARED SERVICE
STRATEGY FOR KICO DAIRY FARMERS ASSOCIATION

NEGOTIATION NO. 843642

CLOSING DATE

4TH FEBRUARY, 2021

Introduction

Dairy is one of the key economic livestock-based activities practiced by smallholder farmers in Kiambu County. There are about 250,000 dairy cows in the County with an annual turnover of over Ksh. 10 Billion. Most dairy farmers totalling to 65,786, market their milk through the 26 dairy cooperative societies spread through-out the county. These cooperatives with an average of 2,500 members operate at 3 different levels. The first category commands a large segment of the milk value chain and therefore support farmers in production, processing raw milk and selling the finished products to the main market outlets. The next class is in semi value addition and processing but are yet to brand and penetrate the market while the third category bulks and sells raw milk to processors.

According to the Kenya Dairy board record of 2018, Kiambu dairy cooperatives leads in milk production in Kenya and is followed closely by Nyandurua County. This notwithstanding the dairy cooperatives face a myriad of challenges which includes; poor breeds due to inadequate Artificial Insemination, poor disease control measures, low productivity of about 6-7 litres as a result of poor quality and cost of animal feeds & fodder, inadequate extension service, ineffective governance and internal structures in some cooperatives, low profit margins to the farmer due to poor prices of raw milk, high milk perishability, inadequate processing capacity and poor marketing strategies.

In order to address the challenges affecting dairy farming and marketing, the County intends to operationalize shared services concept for all the dairy cooperatives in the county. The main objective is to minimize the operational costs at the cooperative level by: pooling services such as accounting and auditing, addressing dairy productivity at the farm level, improving processing efficiencies, and creating a platform for generating information for planning purposes among others. Towards realization of this, the County initiated the formation of KICO Dairy Farmers Association (KDFA) in which all the 26 dairy co-operatives societies are members.

With a view to improve performance of the dairy co-operative societies and develop sustainable interventions, the County Government is seeking the services of a consultant to develop a shared services strategy for dairy sub-sector to be implemented by KDFA.

2.0 Objectives of the assignment

The main objective of the consultancy is to develop a strategy for shared services for Kiambu Dairy Farmers Association (KDFA) for performance improvement and sustainability of the dairy sector in the County by reducing the operating overhead costs and enhancing efficiency

3.0 The Scope of Work

- a) Recommend appropriate integrated ICT solution for KDFA in line with the policy of the State Department of Co-operatives for automating cooperative services, including but not limited to:
 - Data management at the primary / co-operative level
 - Management Information System (automated milk intake including digital weighing scales, milk sales and payments);
 - Extension services portal;
 - Web portal development for on-line visibility and provide an interactive marketing portal;
 - Determine the staffing structure and the skills required to effectively utilize and administer the proposed ICT infrastructure.
 - Determining the requirements of ICT hardware (computers and servers) and enhancing their technical capacity;
 - Provision of pooled accountancy, finance and auditing and services
- b) Recommend a system of improving milk productivity which will include;
 - Pooling extension services
 - Sourcing/joint venture for access of affordable and quality dairy feeds and forage
 - Establishment of disease control and breeding services
 - Creating structures for tracking the breed of the animals
 - Creating systems and structures for milk traceability
 - Identifying model farmers to enhance building capacity for the farmers
- c) Recommending appropriate governance structures and systems including;
 - Preparation of necessary policies, by-laws, constitution, and operational manuals
 - Establishment of effective governance structures, development of ethical and best practices and enhancing the technical capacity of the board and senior management;
 - Establishment of structures provision of pooled accountancy, finance, procurement and auditing services
- d) Aggregation, processing and marketing including;
 - Quality control mechanism
 - Infrastructure and logistics (cold chain and warehousing)
 - Enhance processing capacity through;
 - Pooling processing: the smaller dairy cooperatives to own a joint plant:
 - Leasing processing space: the larger processors Tier 1 (Limuru, Fresha) with excess capacity to process and brand milk for Tier 2 cooperatives

- Branding and market penetration (franchise)
- Establishment of a revolving fund for enhanced cash flow for the farmers

This scope of work will entail review of primary and secondary data, objective interactions with key industry players including sampled dairy cooperative leaders and farmers.

4.0 Application Procedure

The consultancy review should preferably be conducted by a consultancy firm with experience gained from providing similar consultancy work in a similar institution. The firm should have participated in a strategy development within the last 3 years and must have wide experience in aligning core business objectives, strategy development, capacity building, policy development and governance.

The key competencies required of the consultants to conduct the review are as indicated in the table below:

Mandatory Evaluation Criteria	
1	Company Profile Attach Company/organization profile of the lead applicant describing experience in offering the services outlined above
2	Business Registration Certificate
3	Valid and current Tax Compliance
4	CR12 Certificate
5	Current Business Permit
6	six months bank statements / Audited books of accounts

Technical Evaluation Criteria	
General Qualifications of the consulting firm related to the assignment <ul style="list-style-type: none"> • Five (5) years of experience in consultancy services • Related job assignments undertaken in last five years • Track record of success (as can be verified from prior assignments in this area) 	Copy of contracts/LSO (25 marks)
General Qualifications of the consultants (3):	<ul style="list-style-type: none"> • Attach relevant certificates

<ul style="list-style-type: none"> • Should possess at least an undergraduate qualification in agriculture, economics, finance, commerce or business administration • Master’s Degree and/or Professional qualifications in Business Management, accounting and agricultural economics will be an added advantage. 	(15 marks)
<ul style="list-style-type: none"> • At least 10 (ten) years in the public or private sector with a bias toward cooperative development and have served at senior level in management. 	<ul style="list-style-type: none"> • Attach CV (25 marks)
<p>Professional experience relevant to the assignment.</p> <ul style="list-style-type: none"> • Previous assignments within the co-operative and agriculture sector or similar institutions • Professional experience in areas of strategic planning, institutional strengthening, capacity needs assessment, feasibility studies, capacity building, policy development and governance, project management, monitoring and evaluation • Strong familiarity with the Co-operative Societies Act, co-operative development policy and emerging trends in the co-operative sector. • Recently completed or ongoing assignments specifically on business processes, strategic planning, and capacity needs assessment, capacity building, institutional strengthening, development of lobby and advocacy strategy, resource mobilization strategy. 	<ul style="list-style-type: none"> • Attach recommendation Letters (35 marks)

5.0 Qualifying Criteria

Stage 1: Expression of interest (EOI) received from consultant firms that have submitted all required documentation will be reviewed by the evaluation committee.

Stage 2: The technical and financial proposal will be evaluated following the guidelines outlined.

6.0 Submission

The completed tender documents should be uploaded on www.supplier.treasury.go.ke

The **CLOSING DATE FOR SUBMISSION OF THE EXPRESSION OF INTEREST** is **February 4th 2021 at Noon**, and tenders will be opened immediately thereafter on the Integrated Financial Management System (IFMIS)