



**REQUEST FOR APPLICATIONS (RFA) FOR FINANCIAL AND BUSINESS
MANAGEMENT CONSULTANTS TO BUILD CAPACITY OF PRIVATE SECTOR
GRANTEES**

RFA-KCDMS-FY19-011

Kenya Feed the Future –Crops and Dairy Market Systems Activity

Issuance date: June 18, 2019

Closing date: July 8, 2019

1.0. Program Background

The Kenya Crops and Dairy Market Systems (KCDMS) Activity is a USAID funded Feed the Future project implemented by RTI International. The Activity is working in selected counties in Eastern, Nyanza and Western regions of Kenya to facilitate improved productivity and development of competitive, resilient and sustainable market systems in the dairy, feed/fodder and horticulture value chains. See Appendix I for the list of counties in each region.

KCDMS seeks to strengthen market systems, enabling farmers to intensify and diversify into higher-value crops, value addition activities, and non-farm employment and enterprises in the dairy, feed and fodder, and horticulture value chains. KCDMS takes a facilitative approach, working through public and private market actors best positioned to drive positive changes that will reverberate throughout the system.

To spur private investment and innovation, KCDMS has established a Partnerships and Innovation Fund (PIF). The primary purpose of the PIF is to enable private sector agricultural market actors to expand and innovate in ways that strengthen markets and foster the inclusion of smallholder farmers into competitive market systems. The PIF may be used to buy down the risk of innovation for a private firm or enable the firm to access commercial financing. In most cases, PIF support will be paired with technical assistance to build partners' capacity. In all cases, PIF partners will be required to contribute financially to the partnership and demonstrate a plan for sustainability beyond the life of KCDMS support.

Since KCDMS inception, the Activity has processed and disbursed funds to 22 organizations, and we anticipate issuing another 50 grants over the next 12 months. Prior to disbursement of funds, pre-award assessments have been carried out to establish gaps and strengths in capacities of recipient companies. The following are some of the key gaps that have been noted:

- Weak policy frameworks for guiding company operations
- Weak regulatory compliance
- Limited understanding of donor requirements
- Low staffing levels
- Narrow resource mobilization base
- Weak financial management guidelines and systems

In responding to the above gaps, KCDMS has carried out post-award trainings and mentoring exercises as capacity development interventions targeting grantees. However, some of the capacity gaps persist due to entry of new grantees with weak capacities and emergence of new challenges within the grantees operating environment thus necessitating sustained interventions by KCDMS until the requisite capacity levels are established and maintained.

2.0. General Requirements

KCDMS is inviting applications from Financial and Business Management Consulting Firms and individual consultants to carry out a range of capacity building interventions for KCDMS grantees with a view to addressing gaps in their policy development (financial and human resources), strategy development (fundraising and resource mobilization; learning strategy) and skills development (financial management and accounting, people and skills management).

The application should detail how the firm will accomplish the assignment according to Scope of Work provided.

3.0. Required documents (See details in the SOW here attached)

- Letter of expression of interest and demonstration of capability
- Cover Page
- Technical proposal of not more than 8 pages
- Cost proposal/budget in excel

4.0. Review

A technical panel from KCDMS will review the applications using the following criteria:

- Relevant work experience demonstrated experience in Financial and Business Management consultancies;
- Spell out the methodology to be employed and results expected;
- Extent and relevance of knowledge and understanding of the private sector firms, cooperatives, and industry/trade associations, and financial institutions in Kenya;
- Demonstrable experience in financial trainings and audits;
- Capacity to mentor support staff from the grantees to ensure awareness in donor regulations, organizational policies and best industry practice; and
- Value for Money: All applications should include a detailed itemized budget for the activities proposed and offer competitive rates for services.

5.0. Eligibility

This call is open to registered Financial and Business Management consulting firms and individual consultants. Applicants must have proven experience in the areas laid out in the objectives of the assignment.

6.0. Duration of Assignment:

The duration of the assignment resulting from this RFA is expected to be no more than 12 months. Effective interventions may be considered for additional funding in subsequent years, subject to performance evaluation and the availability of funds.

7.0. Submission Guidelines

Application including cover letter, technical proposal and financial proposal should be submitted electronically to procurement@kcdmsd.rti.org by close of business on **June 30th, 2019** with **KCDMS Financial and Business Management Consultancy** in the subject line reference. The applications should be written in the English language and follow the guidelines in the following scope of work.

Disclaimer: Issuance of this RFA does not constitute an award commitment on the part of KCDMS nor commit the project to pay for costs incurred in the preparation and submission of an application. Further, KCDMS reserves the right to reject any or all applications received. Similarly, an invitation for further negotiation or to submit a full application is not a commitment to fund that application.

SOW FOR FINANCIAL AND BUSINESS MANAGEMENT CONSULTANTS TO BUILD CAPACITY OF PRIVATE SECTOR GRANTEES

Project name:	Kenya Crops and Dairy Market Systems (KCDMS)
Location:	Each of the three KCDMS Regions.
Post Title:	Financial and Business Management Consultants
Start date:	1 st June 2019
Duration:	One Year

Background

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KCDMS is thus seeking applications from **Financial and Business Management Consulting Firms** and individual consultants to carry out a range of capacity building interventions for KCDMS grantees

with a view to addressing gaps in their policy development (financial and human resources), strategy development (fundraising and resource mobilization; learning strategy) and skills development (financial management and accounting, people and skills management).

Objective of the Assignment.

The overall objective of this assignment is to enhance institutional capacities of KCDMS grantees with regard to policy formulation (financial and human resources), strategy development (fundraising and resource mobilization; learning strategy) and skills (accounting, financial management and procurement, people and skills management).

Scope of Work and Objectives

The scope of the assignment will include:

- For existing grantees, conduct an audit of KCDMS financial reports submitted to date for purposes of identifying weaknesses and areas of required capacity building. For new grantees, review the organization's past financial management and reporting practices over the preceding 6 months.
- Review the grantee's policies and accounting practices and develop a mutually agreed on plan for capacity building to address the felt needs of the grantee. The result should be an agreed workplan for a 10-15 day period of capacity building and mentorship. Areas of possible support to be considered include:
 - Supporting the grantee with financial management, documentation, tracking and reporting
 - Assisting the grantees to understand USAID required financial documentation and accounting best practices.
 - Assisting the grantees with strengthening internal controls or establishing them where they are non-existent
 - Providing procurement training as per the grantee procurement policy and USAID rules and regulations
 - Provide financial management training for grantees as needed.
 - Work with grantees to develop or strengthen data management and reporting systems. This may include assistance with setting up charts of accounts or installing and using accounting software.
 - Business development, growth and investment strategies
- Complete the capacity building and prepare a progress report addressed to both the Grantee and KCDMS.
- Monitor financial management capacity of grantees during the life of the contract and offer supplemental advice and support as needed.
- Submit a final grantee monitoring report at the end of the contract.

The expected level of effort is 10-15 days of support and mentorship per grantee. The consultants will be required to submit time sheets. The number of grantees will vary per region and increase over time as new grants are approved.

Skills and Competency

The successful service provider will be a firm that has adequate staff to undertake the activity in KCDMS zones of influence. The staff should have the following skills and competencies:

- a) Minimum - Masters University Degree in Financial Management, Business Administration or equivalent
- b) Consultants should have a minimum of 5 years' experience of institutional capacity development interventions targeting private sector organizations in Kenya with due regard to policy, strategy and skills development in financial management

- c) Have solid practical experience in carrying out capacity assessments and evaluation of training activities
- d) Excellent facilitation and training skills
- e) Excellent report writing skills
- f) Be a CPA-K holder or possess equivalent qualifications
- g) Ability to work independently with minimal supervision
- h) Experience with working with accounting packages suitable to small community-based organization e.g. excel based accounting packages, QuickBooks Pastel/SAGE etc.
- i) Willingness to travel

We expect to issue one contract for each of the three regions. Firms should express their preference for the assigned region. See Appendix I for the list of counties in each region.

Assignment duration

The initial duration of the assignment shall be 12 months. Contracts may be extended based on need, performance and availability of funds.

Supervision of the Consultant

The consultant will work under the direct supervision of the Grants Component lead and will work closely with the grants and technical teams in the respective regions.

Application

The BDS provider should submit an application that consists of:

1. A one-page cover letter that summarizes the technical experience and capability in financial capacity building. It should also indicate the availability of the key resource team.
2. A brief technical proposal for the assignment and work plan (not more than 8 pages). The proposal should include a well outlined design indicating the approach to grantee capacity building and mentorship, and a plan for implementation. Expected improvements in performance due to capacity building measures and reporting tools to measure improvements should also be described.
3. The cost proposal should consist of an itemized excel budget. The budget should be done on a **per grantee basis assuming a 15day level of effort**. Total disbursement will depend on the number of grantees served during the contracting period.
4. One-page CVs for each of the relevant team members.
5. A firm capability statement

Total Assignment cost

The total assignment cost is subject to Withholding tax.

Confidentiality

It should be noted that all the information collected in the process of undertaking this exercise together with the reports shall be the property of KCDMS.

Conflict of Interest

This assignment shall be executed as per the terms of reference contained in the contract entered into during partnership engagement and any adjustment, must be agreed upon by all parties in advance before execution of the issue at hand. No conflict of interest is anticipated in the course of the undertaking this assignment.

Appendix I: Selected KCDMS counties for the Chama strengthening activity.

A2: Eastern Kenya

1. Kitui
2. Makueni
3. Taita Taveta

HR 1: Nyanza Area

1. Kisumu
2. Homa Bay
3. Migori
4. Kisii
5. Siaya

HR 1: Western Area

1. Kakamega
2. Bungoma
3. Busia
4. Vihiga

dix 2: Priority Value

1. Dairy
2. Animal feed/fodder
3. Mango
4. Banana
5. Avocado
6. Pineapples
7. Passion Fruits
8. Sweet potatoes
9. Indigenous vegetables

Chains for KCDMS activity

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