REQUEST FOR APPLICATIONS (RFA)

Kenya Feed the Future – Crops and Dairy Market Systems Activity

Issuance date: 14 MARCH 2019  
Closing date: 28 MARCH 2019

1.0. Program Background

The Kenya Crops and Dairy Market Systems Activity (KCDMS) is a five-year (Oct 2017– Sept 2022) project of the United States Agency for International Development (USAID). It is funded as part of Feed the Future, the U.S. Government’s global hunger and food security initiative that helps to increase agricultural production and reduce poverty and malnutrition in Kenya. The project is being implemented by RTI International in 12 counties including; Kitui, Makueni, Taita Taveta, Homa Bay, Migori, Kisii, Kisumu, Siaya, Kakamega, Bungoma, Busia, and Vihiga.

Amongst other endeavors, KCDMS works in Market Access, Productivity, Policy, and Social Inclusion for nine (9) value chains: dairy, feed/fodder, mango, banana, avocado, pineapple, passion fruit, sweet potato, and African Leafy Vegetable. Specifically, the policy component aims at facilitating creation and implementation of enabling policy environment for market systems development both at the national and county governments levels. The component facilitates both levels of government to formulate policies that are inclusive and evidence based. The component also facilitates creation of improved policy environment for stimulating increased agricultural investment by government, development partners, and the private sector. Among the strategies being promoted is access to information on the extent to which the sector players at the national level are organized and equipped, and the adjustments needed for are to undertake their mandate in line with the national goals.

KCDMS is seeking to engage an institution or organization which is experienced in undertaking functional analysis for the Ministry of Agriculture, Livestock, Fisheries and Irrigation. The main deliverable of this assignment is to undertake a functional analysis to provide information on the extent to which the MoALF&I and its attached national sector institutions and intergovernmental structures are equipped in terms of institutional capacity, organizational structures and human resources to undertake their mandate in line with the national goals. The analysis will also provide recommendations on the needed action priorities to strengthen the performance of the sector actors for effective and efficient contribution to the national sector goals stipulated in the ASTGS and Vision 2030. We are therefore requesting for applications (RFA) from organizations or institutions working in the field of policy or institutional capacity analysis with a
focus on institutional functional analysis to provide recommendations on identified areas of reform for better performance in line with their mandate and long-term goals.

Interested institutions or organizations should send in their applications that propose an effective functional analysis approach for identifying institutional constraints, gaps and overlaps, and relevant adjustments for increased organizational performance and delivery. The proposal should outline the proposed approach and methodology for the functional analysis.

2.0. General Requirements
All applicants must have prior experience in conducting functional analysis, related studies, or policy analysis. They should demonstrate experience in designing and delivering functional analysis or other related policy studies. They must also demonstrate efficient and effective fiscal management. Successful applications will be invited to negotiate with KCDMS to implement VSLG activities, with agreed deliverables and budget.

3.0. Required Documents
3.1. Cover Page (includes; program title, name of organization/company, contact details – name of contact person, physical address, phone number, and email address).

3.2. Technical proposal (See section 4.0)

3.3. Cost proposal/budget – Applicants should submit a detailed budget in excel format (template provided), accompanied by a narrative that explains the basis of the estimate for each line item.

4.0. Application Format & Review
A technical panel from KCDMS will review proposal submissions using the following criteria:

• Programme approach - Demonstrated success in undertaking functional analysis or related studies in Kenya. Applicants should describe their approach/methodology and technical experience in undertaking functional analysis or related studies in institutions or organizations.

• Organizational Capacity – Provide a brief history of the organization and activities related to undertaking functional analysis, capacity analysis and strengthening studies. This should demonstrate the applicant’s expertise and ability to provide evidence of previous work done. They should demonstrate their ability to implement the SOW in reference tasks and deadlines,
• Implementation plan – the applicant should provide a detailed work plan with specific timelines, activities, and deliverables.
• Budget – All applications should include a detailed itemized budget as per the activities proposed.

5.0. Eligibility
Eligible applicants include any legally registered organization that has experience in the areas laid out in the attached SOW. Must demonstrate previous experience undertaking functional analysis or related studies.

6.0. Duration of Assignment:
The duration of the assignment resulting from this RFA is expected to be no more than 3 months (and a maximum level of effort - LOE- of 30 work days).

7.0. Submission Guidelines
The proposals must be submitted using the English language and must not exceed ten (10) pages (excluding annexes).


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.
SCOPE OF WORK
FOR FUNCTIONAL ANALYSIS
FOR KENYA’S NATIONAL LEVEL AGRICULTURAL SECTOR

2. Staffed by: Policy Team / FA
3. Reports to: DPCB
4. Location: Ministry of Agriculture, Livestock, Fisheries & Irrigation (Kilimo House, Nairobi)
5. Value chains: N/A
6. Duration: 3 months (LOE 30 work days)

7. About KCDMS Activity

The Kenya Crops and Dairy Market Systems (KCDMS) Activity is a component of the USAID funded Feed the Future project implemented by RTI International. The project works in selected counties in Eastern 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. KCDMSD takes a facilitative approach, working through public and private market actors best positioned to drive positive changes that will reverberate throughout the system. One of the project’s priority initiatives is to create a conducive policy environment for increased private-sector investment in KCDMSD target commodities and for inclusive agribusiness growth. Information on capacity of existing organizational structures, their human resources, alignment with the sector mandate, and a recommendation on respective mitigation measures, is a critical step for reforms towards a conducive policy environment for growth of the sector.

8. Project Objective and Approach

KCDMS’s goal is to transform agricultural market systems to enable intensification and diversification into higher value commodities, value addition and non-farm activities. For the agricultural sector to be transformative, the private sector must be given meaningful space in the agricultural policy making process; as this involvement will have a major positive impact on enabling market systems development. The project supports initiatives that provide information on the space for private sector in the policy making process that impacts on development of
market systems. The project also supports initiatives that enhance the space for private sector in the policy making process.

**Functional Analysis for Kenya’s National Level Agricultural Sector**

In recent years, the agricultural sector has witnessed remarkable changes in context and in the implementation of strategies and investment plans. At the global scene the Millennium Development Goals (2005-2015) changed to Sustainable Development Goals (2015-2030). Continentally, the Comprehensive African Agriculture Development Program Maputo Declaration (2003) changed to Malabo Commitments in 2014. Locally, Kenya’s Constitution of 2010 resulted into two levels of government with distinct functions and agriculture was substantially devolved. The primary role of national government is policy and capacity development, while implementation of sector policies and strategies was devolved to the counties.

Following these changes, the Ministry of Agriculture Livestock Fisheries and Irrigation (MoALF&I) in collaboration with key sector players, formulated the Agricultural Sector Transformation and Growth Strategy (ASTGS), to replace the Agriculture Sector Development Strategy (ASDS), 2010. Further, the agricultural sector has evolved, with the current MoALF&I comprising of five state departments: i) Crop Development, ii) Livestock, iii) Fisheries, Aquaculture and the Blue Economy iv) Agriculture Research, and v) Irrigation. No formal mechanisms exist for inter-ministerial linkages/ collaboration. Further, recent policy initiatives at national level have resulted in the emergence of key institutionalized mechanisms for engagement of private sector, DPs and other NSA in the sector; examples include the Joint Agricultural Sector Consultation and Coordination Mechanism (JASCCM), and the National Food Security Council, among others.

Considering the above-mentioned changes in the sector’s environment, there is need for the sector to change tact, adapt to these changes and be better positioned to contribute effectively and efficiently to the national goals as articulated in the draft ASTGS and Vision 2030. In this regard, there is need for a functional analysis to provide information on the extent to which the Ministry, national sector institutions and the Intergovernmental structures are equipped in terms of their institutional capacity, organizational structures and human resources to undertake their mandate in line with the national goals. The analysis will also provide recommendations on the needed action priorities to strengthen the performance of the sector actors for effective and efficient contribution to the national sector goals stipulated in the ASTGS and Vision 2030.

The purpose of this assignment is to further KCDMS’ objective to create a conducive Policy Environment for market systems development at the national level, by providing information on the extent to which the sector players at the national level are organized and equipped, and the adjustments needed for them to undertake their mandate in line with the national goals. The study will focus on the MoALF&I and related agencies.
Overall Objective of the Assignment
The overall objective of this assignment is to undertake a functional analysis to provide information on the extent to which the MoALF&I is equipped in terms of their institutional capacity, organizational structures and human resources to undertake their mandate in line with the national goals. The analysis will also provide recommendations on the needed action priorities to strengthen the performance of the sector actors for effective and efficient contribution to the national sector goals stipulated in the ASTGS and Vision 2030.

Objectives of the Assignment
1. Undertake a strategic institutional, organizational and human resource analysis, identify gaps and overlaps, constraints and inconsistencies for the Ministry and attached national sector institutions.
2. Recommend appropriate restructuring and recommendations for the sector at national level, to deliver on its mandate, in line with long-term sector goals
3. Identify areas of partnerships between the Ministry, private sector, and other stakeholders.

Approach and Methodology
The functional analysis is intended to be inclusive considering the complex and diverse composition of the agricultural sector. In this regard, the consultant will use the following approach:
1. Consultations with key stakeholders to solicit their inputs to, and agreement, with the methodology and focus of the study.
2. Consultations with various stakeholder constituencies, separately, at the national level to solicit their inputs towards the study’s analysis results and action recommendations, through meetings/ workshops.

Scope of Work
The scope of the assignment will include following tasks:
1. Present an inception report and study methodology to the PS and key Ministry stakeholders within the first week from award of the contract
2. Undertake the functional analysis covering the following elements of analysis:
   - Review all relevant overarching frameworks that relate to the agricultural sector.
   - Map out all key institutions, ministries and stakeholders in the sector in relation to the ASTGS.
• Review of all the policies and legislation for the State departments of the Ministry of Agriculture Livestock Fisheries and Irrigation (MoALF&I)
• Review the mandate, core functions, vision, and mission of the Ministry, and each of its state departments, with view of aligning them to the draft Agriculture policy, draft ASTGS, national laws, regional and international agreements.
• Review of the organizational structure of the State departments of the MoALF&I
  - Examine the Ministry’s physical and technical capacities to deliver on its mandate.
  - Analysis of structure in line with functions and mandate
• Review the Agricultural sector organization and coordination structures and mechanisms
  - Organization in line with the devolved governance system
  - Coordination between national and county governments
  - Coordination with non-state actors i.e. Development Partners, Private Sector, Civil Society Organizations
• Review the Ministry’s organizational structure and its efficiency to implement the Big Four, and the ASGTS
• Present results of functional analysis to key stakeholders at a workshop, for their input
• Hold a workshop to undertake a stakeholder-led identification of recommendations for adjustment and strengthening of the sector including: policies/or strategies, agricultural sector institutional framework, role/ functions and structure of the Agricultural Transformation Office and practices to promote efficiency and enhance service delivery for transforming the agricultural sector.

3. Prepare a draft report which reflects the above analysis and proposed action recommendations.

4. Conduct a final briefing with key Ministry stakeholders to solicit comments on the draft Functional Analysis Report

5. Prepare a final Functional Analysis Report which includes feedback from stakeholders.
## 10. Deliverables

### Specific activities and deliverables:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Deliverable</th>
<th>Estimated Time Frame</th>
<th>Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Present an inception report and study methodology to the PS and key Ministry stakeholders within the first two weeks from award of the contract</td>
<td>An inception report and study methodology presented to the PS State department of Crop Development and key Ministry stakeholders</td>
<td>1 week (5 days)</td>
<td>Consultants</td>
</tr>
<tr>
<td>2. Present results of functional analysis to key stakeholders at a workshop, for their input – one month after award of the contract</td>
<td>Preliminary results of functional analysis presented to key sector stakeholders at a workshop, for their input</td>
<td>3 weeks (15 days) – data collection &amp; drafting of report</td>
<td>Consultants/K CDMS</td>
</tr>
<tr>
<td>3. Hold a workshop to undertake a stakeholder-led identification of recommendations for adjustment and strengthening of the sector – one and a half months post award</td>
<td>A stakeholder-led identification of recommendations for adjustment and strengthening of the sector undertaken via a workshop</td>
<td>One day for workshop</td>
<td>Consultants/K CDMS</td>
</tr>
<tr>
<td>4. Prepare a draft Functional Analysis Report which reflects the analysis and elaborates proposed action recommendations.</td>
<td>A draft Functional Analysis Report ready within two months post award of the contract</td>
<td>1 week (5 days) follow-up report writing</td>
<td>Consultant</td>
</tr>
<tr>
<td>5. Hold a de-brief with Ministry stakeholders to identify recommendations for adjustment and strengthening of the sector</td>
<td>The draft functional analysis report presented in a final de-brief meeting</td>
<td>One day for de-brief meeting</td>
<td>Consultants/K CDMS</td>
</tr>
<tr>
<td></td>
<td>To submit 10 hard copies and a soft copy of the draft report to the PS one week before the workshop.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>6.</td>
<td>Prepare a final Functional Analysis Report which includes feedback from stakeholders in the final de-brief meeting</td>
<td>Ten (10) bound copies of the final report and a soft copy given to the PS Crop Development</td>
<td>1 week (5 days)</td>
</tr>
</tbody>
</table>

**11. Final Report**

The final report will be not more than 60 pages excluding annexes. It must include:

- Executive Summary of key findings
- Approach /methodology used
- Description of functional analysis
- Report on functional analysis of the institutional, organizational, human resources, with specific focus on gaps and overlaps, constraints and inconsistencies for the Ministry, national sector institutions, inter-ministerial and intergovernmental structures
- Recommendations on the needed action priorities, including restructuring to strengthen the performance of the sector actors to deliver on their mandate, in line with long-term sector goals
- Report any key issues identified including challenges and learning aspects.
- Conclusion and Way forward.
- Annexes
- Final report to include sample photos of meeting/ workshop sessions undertaken

**12. Assignment Duration**

The duration of the assignment shall be 3 months (contracted for an LOE of 30 work days).

**13. Supervision of the Consultant**

The Consultant will work under the direct supervision of the KSCDMS director policy and institutional capacity building, and is expected to work directly under the Principal Secretary in charge of Crop Development in the MoALF&I.
14. Application
Only Institutional consultancy firms/organizations are eligible to apply for this assignment. Interested and qualified institutional consultants are invited to submit their proposal(s) comprising the following:

1. A one-page cover letter that summarizes the technical experience and capability in successfully undertaking a functional analysis or a similar study.
2. A brief technical proposal for the assignment (of not more than 10 pages) including:
   • Methodology and work plan for undertaking the assignment
   • An itemized budget and time frame using the attached excel format. The budget to be in the context of the level of effort and must be VAT inclusive.
   • A reference list indicating the scope and magnitude of similar assignments
   • Relevant services undertaken in the past five (5) years.
   • Registration and other relevant statutory documents

15. Total Assignment cost
The total assignment cost is subject to Withholding Tax.

16. 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.

17. 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.