STATE DEPARTMENT FOR AGRICULTURE

MINISTRY OF AGRICUTURE AND

LIVESTOCK DEVELOPMENT

REPUBLIC OF KENYA

NAVCDP
NATIONAL AGRICULTURAL VALUE CHAIN DEVELOPMENT PROJECT

NATIONAL AGRICULTURAL VALUE CHAIN DEVELOPMENT PROJECT (NAVCDP)

TERMS OF REFERENCE (TOR)

CONSULTING SERVICES TO PROVIDE SUPPORT FOR BUSINESS DEVELOPMENT SERVICES AND ACCELERATION FOR APICULTURE VALUE CHAIN

Contract Reference No.KE-MOALF-560393-CS-CQS

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Client:

Ministry of Agriculture and Livestock Development
State Department for Agriculture
P.O Box 30028-00100
Nairobi
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1. Project Background

The National Agricultural Value Chain Development Project (NAVCDP) is a Government of Kenya project with co-funding from the World Bank, National and county Governments. The project is being implemented in 34 counties targeting to increase market participation and value addition for farmers in select value chains prioritized for NAVCDP and coordinated by the NPCU. This is a 5-year project whose implementation commenced in September 2022 and it is expected to close in December, 2027.

The development objective of NVCDP is to "*increase market participation and value addition for targeted farmers in select value chains in project areas*". NAVCDP will build on the strong foundation laid by previous projects namely National Agricultural and Rural inclusive Growth Project (NARIGP) and Kenya Climate Smart agriculture Project (KCSAP). The project will deepen investments in existing interventions around productivity enhancement, community-led farmer extension, water management investments, and data-driven value chain services. Additionally, the project will introduce intensified infrastructure investments into select value chains to support aggregation and commercialization, scale up value addition and market linkages with agribusiness off-takers and SMEs, support FLID, enhance access to credit and financial services and develop proof of concept around Urban Food Systems and peri-urban agriculture in select clusters. Project investments such as access to credit, climate information services, and development of irrigation and market infrastructure are envisaged to be value chain neutral and will universally support smallholder transition towards commercial agriculture.

NAVCDP has 4 main components; **Component 1**: Building Producer Capacity for Climate Resilient Stronger Value Chains. Interventions and activities in Component 1 are geared towards building producer-level capacity for enhanced market participation and transition towards commercial agriculture with farmer groups and Farmer Producer Organizations (FPOs) as primary platforms for program delivery. Linkage of CIGs to FPOs are universalized for stronger market participation and high-quality technical assistance support will be extended to FPOs for building long-term agri-business capacity.

Component-2: Climate Smart Value Chain Ecosystem Investments- This component focuses on supporting enabling ecosystem investments identified as part of county level, regional level (spanning several counties), and national value chain development plans. These ecosystem investments, aimed at improving access to irrigation, boosting market participation of smallholder farmers, and catalyzing higher value addition, include; a) Water resource management interventions comprising of Farmer-led Irrigation Development (FLID) interventions and investments including those related to water harvesting and water use, b) Investments into market support and value addition infrastructure at county level, c) Investment support for wide-scale adoption of Digital Agriculture Technologies and integration of Big Data platform for farmer services, and d) Investment support for active linkages with agriculture research institutions, technical assistance and private sector linkages.

Component 3: Piloting Safer Urban Food Systems- The overall objective of this component is to strengthen: (i) urban and peri-urban agriculture, (ii) urban market infrastructure and iii) Policy and institutional strengthening. The component supports the rollout of Urban Food System pilots in Nairobi and parts of Kiambu, Kajiado and Machakos as the peri-urban areas. The focus is to demonstrate proof of concept of an efficient, climate-smart, and safe urban food system. The component supports the development of safer food production systems, enable stronger linkages between peri-urban clusters and urban markets, improve direct farmer-to-urban consumer linkages, build higher consumer awareness around food safety and nutrition, and facilitate improved institutional coordination and policy environment for urban food safety.

Component 4: Project Coordination and Management- This component finances activities related to national and county-level project coordination, including planning, fiduciary (financial management and procurement), staffing and human resource (HR) management at the national level, environmental and social safeguards implementation, monitoring and compliance, development of the MIS and ICT, regular M&E, impact evaluation, communication, knowledge management, and citizen engagement. In addition, in the event of a national disaster affecting the agricultural sector, resources will be reallocated through this component.

1.2 Rationale for Business Accelerator Engagement in Value Chain Development

Value chains are private sector led. The National Agricultural Value Chain Development Project (NAVCDP) seeks to engage Business Accelerator to increase the competitiveness of the Apiculture value chain. This is enshrined in NAVCDP objective: *"To increase market participation and value addition for Small holder farmers in the targeted communities".*

The value proposition for enhanced private sector market participation through the BA is premised on existing opportunities in the domestic and export market for honey.

2. Objectives of the assignment

The overall objective of the assignment is to increase the competitiveness of the Apiculture subsector through increased market participation and value addition. The business accelerator shall, therefore, inject global best practices in the industries to stimulate direct investments by leading value chain actors and build lasting business partnerships between buyers (processors and exporters) and Farmer Producer Organizations (FPOs).

Specific Objectives

2.1 To conduct a comprehensive diagnostic analysis of the apiculture sub sector in Kenya and establish the baseline status of the 38 FPOs.
2.2 Development and Implementation of Scalable Business Models
2.3 Directly offtake, or facilitate the offtake of, hive produce through the 91 FPOs. Facilitate
2.4 Capacity Building of the apiculture farmers.

The specific tasks will include the following:

3. Scope of the Consulting Services and the Specific Tasks

The tasks will be implemented in eleven (11) counties (Kilifi, Migori, Tana River, Siaya, Nakuru, Kitui, Kwale, Kajiado, Kakamega, Makueni and Embu) and will work with a total of 35 FPOs.

3.1. Diagnostic Analysis of the Apiculture Industry in Kenya

3.1.1. Rapid updating of the Value Chain Analysis for the Apiculture Value Chain

3.1.2. Map the supply chain key actors (including Farmer Producer Organizations (FPOs), Common Interest Groups (CIGs), processors, including cottage refiners, aggregators, transporters, and exporters and other off-takers and define their roles.
3.1.3. Analyze the economics and business case for Honey and key Hive products.
3.1.4. Disaggregate production volumes by region and assess existing infrastructure.
3.1.5. Identify logistical challenges and bottlenecks.
3.1.6. Evaluate market demand, both domestic and international and market access for each product segment
3.1.7. Identification of Pain Points and Opportunities along the value chain
3.1.8. Identify gaps and pain points within the Apiculture value chain.
3.1.9. Define opportunities to address these gaps and improve the competitiveness of Kenyan honey for better income to the beekeepers and other stakeholders.
3.1.10. FPO baseline:

3.1.10.1 Governance and management system
3.1.10.2 Aggregation, sales volumes and trends
3.1.10.3 Revenue and pricing structures
3.1.10.4 Market channels and buyer relationships

3.2. Facilitate Development and Implementation of Scalable Business Models

3.2.1 Using the business canvas models, work with FPOs and startups to define and refine their business models.
3.2.2 Facilitate the operational optimization of investments, including aggregation centers and refineries, value addition, and processing facilities, supported under the National Agricultural and Rural Inclusive Growth Project (NARIGP) and the Kenya Climate-Smart Agriculture Project (KCSAP).

3.3. Facilitate offtake of Honey and other Hive Products to Increase Tradable Volumes:

Facilitate off-taking farmers' produce and products to increase tradable volumes.

3.4. Capacity Building of the apiculture farmers

Train apiculture producers on proper management of apiculture and honey handling.

4. Duration and location of the assignment

The consulting services will be undertaken for a period of twelve (12) calendar months effective from the contract commencement date. The assignment will be undertaken at the National Level and cascaded to the eleven (10) implementing Counties.

5. Reporting Requirements and Timelines for Submission of Deliverables

The assignment is expected to commence within seven (7) days after the signing of the contract. The Consultant will operate under a well-defined reporting and oversight structure. The **Team Leader** of the Consulting Firm shall serve as the primary point of contact with the Client. The Consultant will be expected to achieve and submit the following:

Table 1: Reporting requirements and Timelines for Submission of deliverables

S/No	Deliverables /Reports	Timeline for the submission of the deliverables after the contract commencement	Format of presentation of deliverables.
1.	Inception report - BA accelerator for Apiculture	2 weeks	3 hard copies and soft copies (pdf and word)
2.	Report on diagnostic analysis of the Apiculture industry and baseline status of the 35 FPOs	10 weeks	3 hard copies and soft copies (pdf and word)
3.	Report with demonstrable evidence of 35 FPOs in the target counties, with well-defined and documented business canvas models.	18 weeks	3 hard copies and soft copies (pdf and word)
4.	Report of 20% increase in volume and/or value of Apiculture aggregated and off-taken.	45 weeks	3 hard copies and soft copies (pdf and word)
5.	Report demonstrating evidence of capacity building- training honey producers on proper management of apiculture and honey handling.	45 weeks.	3 hard copies and soft copies (pdf and word)
6.	Final report on the status of the business performance for the Apiculture value chain.	52 Weeks	3 hard copies and soft copies (pdf and word)

Upon evaluation and acceptance of all reports by the BA implementation committee, reports shall be addressed and submitted to the Client's Principal Secretary. The specified copies of each of the listed reports shall be sent to the client at the following address:

State Department for Agriculture
Ministry of Agriculture and Livestock Development
P.O Box 30028-00100
Nairobi
Email: info@kilimo.go.ke; info@navcdp.go.ke
Website: www.kilimo.go.ke
Attention:
The National Project Coordinator
NAVCDP

6. Payment Schedule

The proposed payment schedules based on satisfactory performance of the contract which will be negotiated with the successful consultant will be as presented in Table 2.

Table 2: Payment schedule

S/No	Deliverable	Payment % of the contract amount
1.	Submission and acceptance of Inception report for accelerator for Apiculture	20%
2.	Submission and acceptance of Report on diagnostic analysis of the Apiculture industry and baseline status of the 35 FPOs in the targeted 10 counties	15%
3.	Submission and acceptance of Report with demonstrable evidence of 35 FPOs with well-defined and documented business canvas models.	15%

4.	Report of 20% increase in volume and/or value of Apiculture aggregated and off-taken.	15%
5.	Submission and acceptance of Report demonstrating evidence of training on apiary management and honey handling for the 35 Apiculture FPOs.	15%
6.	Final report on the status of the business performance for the Apiculture value chain	20%

7. Consulting Firm's Minimum Qualification and Experience Requirements

The shortlisting criteria will include the following:

7.1 ***Core business and years in business:*** *The firm shall be registered/incorporated as a consulting firm with core business in the field of apiculture or equivalent for a period of a minimum of ten (10) years.*

7.2 Relevant experience: The firm shall demonstrate as having successfully executed and completed at least two (2) assignments of similar nature, complexity and in a similar operating environment in the last eight (8) years. Details of similar assignments - Name and address of the client, scope, value/enumeration, and period should be provided_and submitted with the Expression of Interest (EOI).

7.3 Technical **and managerial capability of the firm:** The firm shall demonstrate as having the requisite technical and managerial capacity including relevant management tools to undertake the assignment in the submitted company profile(s). **Key Experts will not be evaluated at the shortlisting stage.**

7.4 Team composition and minimum qualification and experience requirements for the key experts

Position	Minimum academic qualification	Professional qualification	General experience	Specific experience
Lead Consultant	Master's degree	Business Administration, Agribusiness, Agricultural Economics, International Trade, or a related field.	At least 10 years' business development. Specific experience in apiculture will be an added advantage	Professional training in entrepreneurship and strategic planning; led at least two similar assignments; demonstrable experience working with focus on market access.
Apiculture Expert	Master's degree	Animal Production, Animal Science, or Entomology or a related field	5 years' experience in quality control and marketing of honey and hive products	Undertaken at least 2 assignments relating to honey Production, aggregation and marketing.
Agribusiness and Market Access specialist	Masters degree	Agricultural Economics, economics, agribusiness or	5 years' experience in conducting market research and analysis	Undertaken at least 2 assignments relating to trade market research analysis of honey exports

Position	Minimum academic qualification	Professional qualification	General experience	Specific experience
Entrepreneurship Expert	Masters degree	Business Administration, Entrepreneurship, or a related field.	At least 5 years in entrepreneurship development, business training & incubation and SME support	Two assignments related to business model development and acceleration programs
Data and Digitization specialist	Bachelor degree	Information Technology/Systems, Computer Science, statistics and computing or any related Information Technology field	At least five 5 years' experience in data and database management systems for project, programmes or organizations	Must demonstrate specific experience in working with relational database systems. Experience in data tools development, collection, ability to integrate relational data with mobile-based data collection tools, data analysis and reporting. Knowledge on statistical packages on STATA, advanced excel, SQL,

8. Estimated Time-inputs for Key Experts

The number of key experts and the estimated time input for each key expert for the assignment are as presented below;

Key Experts	Experts' Time-inputs in months
Team leader	8
Apiculture Expert	7
Agribusiness and Marketing expert	5
Entrepreneurship expert	4
Food science expert	3
Data analyst	3
Total	**30**

9. Management and Accountability of the Assignment

The assignment will be conducted with State Department for Agriculture (SDA) as the client. All coordination and management of the assignment will be undertaken at the project's NPCU secretariat offices. The consultant will report to the National Project Coordinator and will work closely with the National Value Chain Lead at the NPCU and the County Agribusiness Leads during execution of the assignment. Logistical and operational issues will be discussed and addressed by the NPCU. The NPC will share updates on the consulting services progress and activities with the World Bank.

10. Obligations of the Client

10.1 The client will nominate a liaison officer who will maintain regular contact with the consultants on matters regarding the consulting services.

10.2 The client will provide all necessary documentation required for this assignment.

10.3 Assist the Consultant in obtaining other relevant information and materials from government institutions and state authorities where necessary. However, it is the duty of the Consultant to check viability, quality, and sustainability of the information. The information, data, and reports mentioned above will be available for the Consultant's unlimited use during the execution of the proposed services within the project.

11. Obligations of the Consulting Firm

11.1.1 The consultant assumes responsibility for the costs of transportation, accommodation, insurance, airtime, and any other related expenditures.

11.1.2 The consultant will be responsible for such as execution of the assignment in a professional and timely manner, provision of all the necessary resources to carry out the services.

11.1.3 The consultant is expected to undertake activities that ensure the outputs are consistent with professional and legal requirements. Furthermore, the data must be generated through a consultative process that guarantees authenticity and ownership.

12. Propriety Rights of Client in Report and Records

All data and information shared during the assignment by the client are to be treated confidentially and are only to be used in connection with the execution of this Terms of Reference.

The State Department for Agriculture through NAVCDP, shall be regarded as the substantive owner of the respective reports and shall hold copyright ownership where necessary thereof. All data and information obtained during the assignment from stakeholders, the MoALD, and the World Bank are to be treated with utmost confidentiality and used solely in connection with the execution of these Terms of Reference. All intellectual property rights that arise from the execution of these Terms of Reference are assigned to the MoALD. The consultant shall not disclose the content of written materials obtained or prepared during this assignment to any third parties without the expressed advance written authorization of the MoALD and shall not replicate or reproduce or use any information and data generated for this assignment without the consent of the owner.

The firm will provide proper documentation for all the training material, guidelines/templates /manual documentation, and reference manuals for the different user levels. The content of written materials obtained or prepared in this assignment will not be disclosed to any third parties without the expressed advance written authorization from the National Project Coordinator.