



CONSULTANCY TO DEVELOP AN INDUSTRIAL SUGAR SUB SECTOR STRATEGIC PLAN

TERMS OF REFERENCE (TOR)

1.0 INTRODUCTION

The Kenya Association of Manufacturers (KAM) is the representative organization for manufacturing value – add industries in Kenya. KAM has a membership of more than 1,000 categorized into 14 sectors, defined by specific value chains in which they operate.

The Sugar subsector is one of the 14 sectors at KAM. The sub-sector is made up of 14 Sugar companies. The sub-sector has close linkage with the Food and Beverage sector among other sectors of economy. The sub-sector members have come together to advocate for a conducive competitive business environment.

A brief about sugar sub-sector in Kenya

The Kenya sugar sub-sector plays a vital role in the agricultural sector and the Kenyan economy. The industry contributes to food security, employment creation, regional development and improved livelihoods for more than 8 million Kenyans. It is a source of income for over 400,000 small-scale farmers who supply over 93% of the milled cane. Despite the critical pillar that the sugar sub-sector plays within the larger agricultural sectors, it has been bedeviled by a number of challenges over the years. The main challenge of the sugar industry being gaps on how to strategically manage the various components of the value chain in order to make them efficient, competitive resulting in the industry's profitability. Additionally, there have been challenges on policy gaps, taxation and infrastructure among others, while the privately owned millers specifically face disproportionate levels of the challenges including differential treatment given to the public owned millers.

At operational levels, gaps and or absence of specific guiding strategic framework that guides millers towards holistic address to the noted gaps further exacerbates the challenges of the millers especially in the western Kenya region. The current overall impact of COVID-19 on economic outlook has further presented strains on the economy which will have trickle effect to the sub-sector for a period of time.

Proposed action

It is against this background that KAM is proposing to develop a five year sugar millers sub-sector strategic plan that shall provide a holistic framework towards addressing the noted long standing and emerging challenges facing the sub-sector members. Such process shall bring out both short-term and long-term approaches to addressing the noted challenges.



2.0 THE OBJECTIVE OF THE TASK

The overall objective of the task is to develop strategic plan that will provide a comprehensive framework towards identifying the opportunities and addressing the challenges affecting sugar cane millers in Western Kenya region. Specific objectives will include but not limited to;

1. Develop a clear Vision and Mission for sugar millers' sub-sector.
2. Undertake a SWOT analysis for the sub sector to identify strengths, weaknesses, opportunities and threats.
3. Provide an approved framework defining key actions to realize the strategy, proposed budgetary framework and resource mobilization strategies to sustain the on-going and new programmes for the sub sector.
4. Identify strategies/activities with specific timelines for implementation
5. Outlines measurable goals to be monitored through Key Performance Indicators (KPI's).
6. Align sub sector strategies to the Government economic growth policy agenda for the Sugar Sector in Kenya including the Sugar Taskforce Report, the sector strategy (Agricultural Sector Development Strategy) and the Kenya Vision 2030 among others.
7. Review the KAM sugar millers strategy documents developed such as the Corporate Social Responsibility (CSR study) among others.
8. Undertake stakeholder mapping and analysis to identify key stakeholders and their specific needs or contribution to Sub-sector needs with a view to establishing a roadmap for their realization / achievement.

3.0 SCOPE OF WORK

Location of this work shall be western region of Kenya and any other areas with sugar establishment in Kenya. The exercise will involve engagements with relevant Government Ministries, Department and Agencies involved in the sugar affairs in Kenya. All KAM 14 Sugar Sub-sector members (Public and private) shall be main stakeholder and receipt of this work. More specifically, the consultant will be required to undertake the following:

1. Develop a methodology for carrying out the assignment.
2. Develop data collection tools for use in the assignment
3. Review all the necessary Literature documents relevant to the sub-sector such as the Kenya Constitution; Kenya Vision 2030; second Medium-Term Pan; existing documents from Various Government Agencies,
4. Provide overall guidance and facilitation in the development of the sub-sector Strategic Plan;
5. Prepare for Strategic Planning workshop in close consultation with the KAM Sub-sector Strategic Plan Coordinating Committee: agenda, process and approach to be



- used, identification of key strategic themes, rough stakeholder and GAP analysis;
6. Provide induction of participants into the most important aspects of Strategic Planning to allow effective and productive contribution to the process;
 7. Facilitate the development of Vision and Mission, of the Sub-sector
 8. Facilitate the translation of strategies into Activities and specific tasks including responsibility for implementation, required budget, and required (and agreed) support from key Stakeholders
 9. Work with the strategy planning committee to develop Log frame/Implementation Matrix, as well as the Results Matrix
 10. Hold validation workshop(2-Minimum) with sub-sector members among other stakeholders
 11. Develop Draft Strategic Plan including financial projections, and discuss the same with sub-sector members among other stakeholders and KAM sub-sector leadership team at a Workshop;
 12. Present the Draft Strategic Plan to KAM sugar sub-sector strategy planning committee with a view to eliciting comments on the Draft Strategic Plan;\
 13. Improve on the Draft Strategic Plan based on the comments received at the previous stage and compile a 2nd Draft Strategic Plan and, based on the same, subsequently facilitate a Stakeholders' Workshop; and
 14. Using the feedback from the Stakeholders' Workshop, develop the Final Strategic Plan having incorporated stakeholders' comments if any

4.0 DELIVERABLES:

The following will be deliverable of this assignment:

1. An inception report within seven working days upon signing the contract
2. Zero draft Strategic Plan
3. Draft Strategic Plan
4. Final Strategic Plan

5.0 TIME FRAME

The Consultancy will take a maximum of 45 days to complete the assignment.

6.0 REQUIRED EXPERTISE

1. At least a university degree in a relevant field (Business, Economics, or Domestic International Trade).
2. At least 5 years in Experience in development of strategic plan.
3. Demonstrate strong understanding and knowledge on matter of Sugar industry, especially in the western Kenya region.
4. Thorough knowledge of the EAC protocols, COMESA trade agreement and the related regional economic



7.0 SUBMISSION OF BIDS

Manner of submission

Two proposal shall be prepared in English Language (one marked original and the other one copy) and comprise of

Technical component

1. A technical proposal with detailed response to the TOR, with specific focus on the scope of work, methodology to be used and key selection criteria for graduates.
2. Initial work plan based on methodology outlined, and indication of availability
3. A financial proposal detailing the daily rate expected and other mode of payment
4. Company profile and CV including a minimum of 3 references
5. Include copies of Pin Certificate, Certificate of Incorporation, VAT Certificate and up to date Tax Compliance Certificate.
6. A description of the proposed approach and methodology including, (i) the individual consultant's understanding of the objectives of the assignment, (ii) the approach to be taken to deliver the services, and (iii), the proposed work plan which includes the main activities of the assignment, their content and duration, milestones and report delivery dates.

Financial Component

1. Each of the above components should be in a separate envelope clearly marked and indicating the name of the firm.
2. Certificate of Incorporation/ registration.
3. A description of the proposed approach and methodology including, (i) the individual consultant's understanding of the objectives of the assignment, (ii) the approach to be taken to deliver the services, and (iii), the proposed work plan which includes the main activities of the assignment, their content and duration, milestones and report delivery dates.

8.0 EVALUATION OF PROPOSALS

Evaluation will first be done on technical component (70%) and scores awarded before evaluating the price (30%) component. KAM reserves the right to accept or reject any proposal received without giving reasons and is not bound to accept the lowest or the highest bidder.



9.0 SUBMISSION OF PROPOSALS

The proposal should be submitted on or before close of business of **4/9/2020** and addressed to;

KAM Procurement

**Kenya Association of Manufacturers
P.O Box 30225-00100, Nairobi,
15 Mwanzi Road, Opp Westgate Shopping Mall.**

Late submissions will not be opened

Please mention **“INDUSTRIAL SUGAR SUB SECTOR STATEGIC PLAN”** in the subject line.