



TERMS OF REFERENCE (TOR)

EOI/15648/2021: EXPRESSION OF INTEREST FOR PROVISION OF CONSULTANCY SERVICES

FOR DEVELOPMENT OF A BUSINESS PLAN & FEES STRUCTURE FOR THE NATIONAL DAIRY LABORATORY

1. Background

Kenya Dairy Board is a state corporation established by an Act of Parliament namely the Dairy Industry Act Cap.336 of 1958 to develop, regulate and promote the dairy industry in Kenya. The Board is charged with the responsibility to provide for the improvement of the dairy industry and its products and to ensure the adoption of measures and practices designed to promote the greater efficiency in the industry. The Board regulates the sector through licensing and testing of milk to guarantee consumers safety and protection through market surveillance on quality and safety of dairy produce.

Kenya Dairy Board has established a National Dairy Regulatory Laboratory (NDRL) aimed at providing testing services for milk and milk products for assessment of milk quality and safety. The laboratory seeks to introduce products and services that will benefit the stakeholders and in return generate revenue for the sustainability of the Laboratory.

1.1. Objective.

The Board seeks the services of a reputable management consultant with a deep understanding and experience in the financial services Sector and laboratory business management in Kenya, coupled with proven expertise in business planning and strategy, to develop a suitable business plan for the National Dairy Laboratory. The business plan will guide the creation of products and services that will generate revenue for vibrant and sustainable laboratory.

The undertaking aims at:

- a. Evaluating the current laboratory activities and profiling the services that can generate revenue.
- b. Develop a viable business plan-featuring product and service pricing models by leveraging on the prevailing or existing laboratory services
- c. Develop mechanisms for implementation and a clear roadmap for actualization

2. SCOPE OF WORK

The consultant is expected to:

- a. Evaluating the current laboratory activities and profiling the services that can generate revenue.

- b. Develop a model plan for proposal of the various products and services including pricing.
- c. Develop a viable business plan featuring product and service pricing models by leveraging on the prevailing or existing laboratory services taking into account the Situational Analysis, Market Analysis, Growth strategy, Competitor analysis, Industry analysis, sales and Marketing strategy, Business development / partnership strategy, Product/technology strategy, Competitive strategy, Marketing plan, Financial plan, and Business processes and operations plan – including the best technology solutions
- d. Initiate a stakeholders' validation meeting to discuss the draft business plan before it is finalized.
- e. Develop mechanisms for implementation and a clear roadmap for actualization.
- f. Plan for final meeting to hand over the business plan document.

3. METHODOLOGY

The mode of execution of tasks for the project/undertaking includes, but not limited to the following activities:

- a) Actual observation of the processes
- b) In-depth evaluation of existing and targeted documentation
- c) Personal and group interview of selected personnel
- d) Facilitation of meeting with the NDRL and top management team

4. TIMING OF THE UNDERTAKING

The undertaking shall take **90 calendar days** from the date of inception as follows:

- a) First to third month covers the development and documentation of the business plan requirements.
- b) Third month covers preparation for the business plan and developing of the final document.

5. RESPONSIBILITIES OF THE CONSULTANT

The consultant shall have the following responsibilities:

- a) Provide the Board its profile highlighting related projects, scope of work and implementation methodology. Curriculum vitae of the consultant shall also be submitted
- b) Adhere to the agreed scope of work/deliverables which were approved by the Board.
- c) Prepare and submit an inception report of the proposed undertaking.
- d) Prepare and submit full documentation, status/progress and terminal/final report/s consistent with the content of the approved scope of work/deliverables to the agency
- e) The Consultant shall treat all information reviewed and recorded strictly confidential at all times and he/she shall:
 - i. sign a non-disclosure agreement;
 - ii. warrant, represent, and undertake reliability of the services required;
 - iii. agree to hold the Propriety Information in strict confidence;

- iv. agree not to reproduce, transcribe or disclose the Propriety Information to third parties without prior written approval from the Managing Director, Kenya Dairy Board and
- v. uphold with strict confidentiality any and all information that will come to his or her knowledge

6. ELIGIBILITY CRITERIA

Interested firms must provide information demonstrating that they have the required qualifications and relevant experience to perform the services. The shortlisting criteria on required qualifications and experience of the firm are:

- i. Experience in the assignment including technical and managerial capability of the firm.
- ii. Number of years in business working on the area of assignment.
- iii. Reference to at least three assignments of similar nature and size carried out in the last five (5) years. Include persons and institutions and contact addresses who can be contacted on the same.

7. RESPONSIBILITIES OF THE BOARD

The Managing Director, Kenya Dairy Board shall have the following responsibilities:

- a) Ensure participation and cooperation of all employees.
- b) Reproduce and provide the required materials for the consultancy.
- c) Provide logistics and administrative requirements of the consultants relative to the implementation of the project and other related activities.
- d) Approval of the inception and final documents.

8. Mandatory requirements

- i. Submit a copy of certificate of incorporation/business registration.
- ii. Submit a valid tax compliance/exemption certificate from Kenya Revenue Authority.
- iii. Provide company profile of the firm indicating the contact details including physical address, telephone number, and email and contact person on behalf of the bidder.
- iv. Copy of CR12 for limited companies.
- v. Copy of certificate of registration with relevant regulatory bodies.
- vi. Self-declaration letter that the consultant that the person or tenderer will not engage in any corrupt or fraudulent practice.
- vii. Access to Government Procurement Opportunities (AGPO) certificate from National Treasury where applicable.

Downloaded Documents must be registered with the procurement office or via email procurement@kdb.go.ke for records or any further tender clarification and addenda.

Completed EOI proposal shall be submitted in a sealed envelope bearing the name and EOI number and addressed to:

**Managing director,
Kenya dairy board,
P.O BOX 30406-00100,
NAIROBI.**

Shall be deposited in the board's tender box on or before **10th February 2022 at 10.30am**
Expression of interest shall be opened immediately after closing time in the presence of bidders or representatives who choose to attend at **KDB Boardroom, NSSF Building, Block A Eastern Wing 11th Floor.**

MANAGING DIRECTOR