

REPUBLIC OF KENYA,
MINISTRY OF LIVESTOCK DEVELOPMENT
COMMISSION OF THE EUROPEAN COMMUNITIES

PROVISION OF STAFF FOR THE
PROGRAMME MANAGEMENT UNIT
OF THE ASAL KENYA LIVESTOCK
DEVELOPMENT PROGRAMME

- Tender Price -

Mutiso Consultants Ltd
Development Management, Nairobi, Kenya

in association with

BMB
Management Consulting for Development B.V.
Tilburg, the Netherlands

PROVISION OF STAFF FOR THE
PROGRAMME MANAGEMENT UNIT
OF THE ASAL KENYA LIVESTOCK
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DRAFT CONTRACT

DRAFT TECHNICAL ASSISTANCE CONTRACT

Country: Kenya
Institution: Ministry of Livestock Development
Contract Amount:
Date of Notification:
Finance: Sixth European Development Fund
Title: ASAL Kenya Livestock Development
Programme - Management Unit
Accounting No.: 6100.35.32.029
Consultant: Mutiso Consultants Ltd

DRAFT TECHNICAL ASSISTANCE CONTRACT

Agreement made this day between the Ministry of Livestock Development, hereafter called "the Administration" of the one part

AND Mutiso Consultants Ltd, which has its headquarters in Nairobi, Kenya, hereafter called "the Contractor" of the other part, whereby it is mutually agreed as follows:

The Administration hereby engages the Contractor to provide the services for provision of staff for the Programme Management Unit (PMU) of the ASAL Kenya Livestock Development Programme in accordance with the Terms of Reference annexed to this contract (Annex A) and the Contractor hereby accepts the engagement on the terms hereafter set out in general and special conditions. The contract shall be governed and interpreted according to the laws of the Republic of Kenya. It shall be funded by the European Economic Community Sixth European Development Fund.

GENERAL PROVISIONS

The General Provisions are embodied in Annex G to this contract except where specifically modified by the Special Provisions hereafter formulated.

SPECIAL PROVISIONS

Preliminary Remarks

The Special Provisions serve to complete the provisions of the General Provisions or where appropriate, to modify the latter.

Article 3.1 Nature of Services

The object of this contract is for the Contractor to provide the Administration with the services as indicated in Annex A to this contract.

Article 3.4 Information for the Administration

3.4.1 Reports/Workplans/Budgets

The Contractor shall prepare and submit reports/ workplans and be involved in the preparation of budgets in accordance with the provisions of Chapter 9 of the Terms of Reference (Annex A) at the cost of the Consultant.

3.4.3 Forms and Submission of the Reports

All documents and reports shall be in the English language and the metric system shall be used.

Article 4.2 Responsible Agent

The Contractor shall be answerable to the Permanent Secretary, Ministry of Livestock Development.

Article 4.5 Installation of the Contractor's Staff

The Project will provide free furnished accommodation, for the Contractor's staff. The Project will also provide sufficient transport for the PMU to carry out its official duties. It will be up to the Contractor's staff to provide transport for their own personal use. The Project will also pay subsistence allowances rates for days actually spent away from the duty station on official business.

Article 5.1 Fixing of Price

5.1.1 Fixed Costs

Fixed costs cover fees and report preparation. The overall fees cover all expenses incurred by the Contractor, his staff and persons with him on the assignments provided for in this contract.

These expenses comprise the following:

- gross remuneration of the expert (salary, allowances, bonuses);
- general expenses incurred in respect of the expert (social security, taxes, family allowances, insurances, superannuation, paid leave);

- the Contractor's general expenses, such as management, administration, documentation, taxes, equipment;
- cost of telephone calls, telegrammes, etc.
- the Contractor's profit and contingencies.

Charges for report preparation will cover the cost for all reports to be submitted under the terms of this contract.

5.1.2 Reimbursable Travelling Expenses

These will be paid as follows:

- Return economy class travel on presentation of used ticket stubs
- Excess baggage on the basis of invoices and receipts up to a defined maximum.

5.1.3 Value of the Contract

On the basis of the costs as detailed in Annex E, the value of the contract amounts to KShs 13,996,449.

Article 5.2 Price Review

The fixed cost element of this contract will be indexed using the value of the KSh against the ECU taking August 1989 as the base date (= 100).

Article 5.2 Currency of Contract

The currency of the contract is the Kenya Shilling.

Article 5.4 Currency of Payment

The fixed costs will be paid in ECU against the fixed rate of exchange defined in Article 5.5. Reimbursables will be paid in the currency in which they are incurred.

Article 5.5 Rate of Conversion

The rate of exchange for payments of fixed costs is ECU 1 = KShs 22.2181.

Article 5.6 Methods of Payment

5.6.1 Frequency of Payments

The Contractor shall submit invoices for fixed costs on a quarterly basis in arrears. Reimbursable expenses will be paid as and when occurred, on the basis of the necessary supporting documents (see Article 5.1.2).

5.6.3 Advance

At the request of the Contractor, an initial advance of 20 per cent of the value of the Fixed Costs element of the contract being the equivalent of ECU 121,777 shall be granted in accordance with Articles 5.6.3 and 5.6.4 of the General Conditions. The advance shall be recouped by means of deducting 50 per cent of the advance from the first payment and the balance in equal instalments of 10 per cent of the advance for the next five fixed cost invoices.

Article 5.7 Procedure of Payment

5.7.5 The amounts due to the Contractor will be paid by bank transfer to Mutiso Consultants Ltd, Kenya Commercial Bank, Sarit Centre Branch, Nairobi, account no. 200.680.245 for payment in Kenya Shillings, and to BMB, Management Consulting for Development B.V. (the Subcontractor), ABN Bank, Spoorlaan 346, Tilburg, the Netherlands, account no. 52.24.21.482 for payments in other countries.

Article 6.2 Date on Which Contract Becomes Operative

6.2.1 The contract shall become operative within thirty (30) days following notification of the contract (see Article 6.1 of the General Conditions) or on the arrival of the experts whichever is the earlier.

Article 6.3 Duration of the Contract

6.3.1 The contract covers a three-year period.

Article 10.3 Liquidation Damages

10.3.1 Liquidation damages payable by the Contractor for delay in presentation of reports are estimated 1/2,000th of the contract sum for every calendar day's delay, with a maximum of 5 per cent of the contract sum.

Article 14.2 Addresses

The addresses for notifications relating to the performance of this contract are:

The Administration:

The Permanent Secretary
Ministry of Livestock Development
P.O. Box 34188
NAIROBI, Kenya

Official Responsible for Directing performance of the contract:

The Permanent Secretary
Ministry of Livestock Development
P.O. Box 34188
NAIROBI, Kenya

The Contractor:

Mutiso Consultants Ltd
Development Management
P.O. Box 14333
NAIROBI, Kenya

The Commission of the European Communities:

Directorate General for Development
200 Rue de la Loi
B-1049 BRUSSELS
Belgium

The Delegation of the Commission of the European Communities:

Delegation of the Commission of the European
Communities
P.O. Box 45119
NAIROBI, Kenya

Paying Agents in Europe:

Financial institution, chosen by the Commission
dependent on the currency of payment.

READ AND ACCEPTED,
The Contractor

READ AND ACCEPTED,
The Administration

G.-C.M. Mutiso

Date:

Date:

Endorsed,
NATIONAL AUTHORISING OFFICER

Endorsed
COMMISSION DELEGATE

ANNEX E

BREAKDOWN OF PRICES

FORM FOR THE BREAKDOWN OF REMUNERATION OF SERVICE CONTRACTS

MAIN SECTION (to be completed by the Consultant)

2. DATE of completion
(day, month, year)

28 / 08 / 1989

1. Title of the technical cooperation operation: Provision of Staff for the Programme Management Unit of the ASAL Kenya Livestock Development Programme

3. Main contract

Supplementary agreement Supplementary agreement No.:

4. Consultant: Consultancy firm Individual expert University institute

5. Name of consultant: Mutiso Consultants Ltd
Initials (where appropriate):

6. Breakdown in ECU: Rate(s) used: 1 ECU = = KSh 22.2181
(foreign currency) (local currency)

Ref. (a)	Items (b)	Total quantity man-months by category (d)	Average unit rates by category (e)	Amount in ECU (f)					
A.	Fees								
A.1.	Fees in the country of the Consultant (for all services)								
	Years exp.								
	Category	0 - 4	5 - 9	10 - 14	15 - 19	20 - 25	over 25		
	I							10 8,000	10 8,000.00 80,000
	II							120 4,198.21	120 4,198.21 503,785
	III								
	IV								
	V								
	Sub-total A.1.							130	4,490.65 583,785
A.2.	Expatriation allowance (services rendered on the spot)								
	I								
	II							30 836.77	30 836.77 25,103
	III								
	IV								
	V								
	Sub-total A.2.							30	836.77 25,103
	Sub-total A. Fees = A.1. + A.2.							160	3,805.55 608,888

Ref. (a)	Items (b)	Unit (c)	Quantity (d)	Unit rate (e)	Amount in ECU (f)
A.	Carryover subtotal A. Fees	man-month			608,888
B.	Direct expenses				
B.1.	Daily allowances (<i>per diem</i> for short-term services on the spot)	man-day			
B.2.	Accommodation (rent for medium- and long-term services on the spot)	man-month			
B.3.	Car journeys (on the spot)				
B.3.1.	- depreciation	veh.-month			
B.3.2.	- maintenance, fuel, insurance, etc.	veh.-month			
B.4.	Auxiliary staff (on the spot)	month			
B.5.	Office equipment - branch office (depreciation)				
B.5.1.	- office furniture and administrative equipment	month			
B.5.2.	- special apparatus	month			
B.6.	Running of office(s) - branch office	month			
B.7.	Publication expenses				P.M.
B.8.	Exploratory work				
B.9.	Duty visits to Europe	man-day			
B.10.	Data processing (at head office)				
	<i>Subtotal B.</i>				-
C.	"Refundable" expenses				
C.1.	Long-distance travel (round trip)	journey			
C.2.	Travel to Europe	journey	9	1.956	17,604
C.3.	Local transport other than by road				
C.4.	Unaccompanied baggage	kg	700	4.95	3,465
C.5.	Transport of technical equipment	kg			
C.6.	Special apparatus (used by head office)				
C.7.	Studies carried out by third parties				
C.8.	Specific insurance				
C.9.	Models				
C.10.	Equipment and work for the administration				
C.11.	Local taxes (where applicable)				
C.12.	Additional reproduction cost (documents)				
	<i>Sub-total C.</i>				21,069

Ref. (a)	Items (b)	Unit (c)	Quantity (d)	Unit rate (e)	Amount in ECU (f)
C.	Carryover subtotal C. Refundable expenses				
D.	Possible additions or deductions (bonuses, etc.): Sub-total D.				
E.	TOTAL AMOUNT OF THE CONTRACT IN ECU: (A) + (B) + (C) + (D) = 629,956				
F.	CURRENCY/CURRENCIES USED FOR CONTRACT: Kenya Shillings				
G.	TOTAL AMOUNT OF CONTRACT IN THE CURRENCY USED FOR CONTRACT: KSh 13,996,449				

7. Number of experts covered by item A. "Fees" in point 6.: 4 long-term and 10 man-months short-term services
8. Name and function of person completing this form: G.-C.M. Mutiso, Managing Director
- Consultancy firm: Mutiso Consultants Ltd
- Signature:

Annex E

Breakdown of Prices (in Kenya Shillings)

A. Fixed Costs

	Unit	Number of Units	Price per Unit in KShs	Payable in KShs	Payable in ECU	Total Estimate in KShs
Fees:						
Finance Administration Officer	m/months	36 *)	170,413		276,120	6,134,862
Regional Planning Officer	m/months	36	52,000	1,872,000		1,872,000
Livestock Officer	m/months	36	52,000	1,872,000		1,872,000
Pilot	m/months	36	52,000	1,872,000		1,872,000
Short-term specialized back-up services	m/months	10 **)	177,745		80,000	1,777,448
Progress Reports						P.M.
Sub-total A - Fixed Costs				5,616,000	356,120	13,528,310

B. Reimbursable Costs

Economy Class Return Air Fares	ticket	7.1 ***)	47,535		15,190	337,501	
Excess Luggage	kg	120	477		2,575	57,214	
Unaccompanied Luggage	kg	700	105		3,305	73,425	
Sub-total B - Fixed Costs					0	21,070	468,139
Total				5,616,000	377,190	13,996,449	

Note: Fixed Exchange Rate ECU 1 = KShs 22.2181

*) The number of man-months includes 2 months paid leave per annum.

***) The division between Kenyan and expatriate expertise will be made according to the availability and requirements of the specialized services.

***) 6x Full Fare Tickets, 2x 50%-Fare Tickets, 1x 10%-Fare Ticket.

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DEVELOPMENT PROGRAMME

- Technical Tender -

Mutiso Consultants Ltd
Development Management, Nairobi, Kenya

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Management Consulting for Development B.V.
Tilburg, the Netherlands

PROVISION OF STAFF FOR THE
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DEVELOPMENT PROGRAMME

- Technical Tender -

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STATEMENT BY TENDERER



mutiso consultants ltd.
development management
p.o. box 14333 nairobi
telephone 747010



Management Consulting
for Development by

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5000 AA Tilburg
The Netherlands
Telephone: 013-360084
Telefax: 013-356265
Telex: 52177 berbo ni
Bank: ABN Tilburg
Account: 52.24.21.482
Chamber of Commerce
Reg. No.: 15792 Tilburg

The Permanent Secretary
Ministry of Livestock Development
P.O. Box 34188
NAIROBI
Kenya

LzP/JzJ/8175

28 August 1989

Provision of Staff for the Programme Management Unit (PMU)
of the ASAL Kenya Livestock Development Programme

Dear Sir,

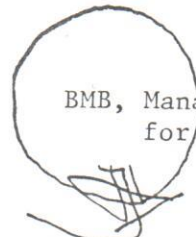
In response to your letter of invitation dated 28 June 1989, we have pleasure in submitting for your consideration three originals of our tender for the Provision of Staff for the Programme Management Unit (PMU) of the ASAL Kenya Livestock Development Programme.

We have examined the Terms of Reference provided and confirm that, should we be awarded the contract, we would undertake the services in conformity with the provisions and terms of the EEC rules governing restricted invitations to tender and those of the draft contract. We further confirm that our proposal will be held valid for a period of three months from the closing date for submission of tenders (30 August 1989) and that, if selected, the tender will be held valid for one further month.

Yours faithfully,

Mutiso Consultants Ltd

G.-C.M. Mutiso
Managing Director



BMB, Management Consulting
for Development B.V.

L.J. Poyck
Director East Africa

cc.: Delegate of the CEC, Nairobi

ANNEX A

TERMS OF REFERENCE AND JOB DESCRIPTIONS

ASAL KENYA LIVESTOCK DEVELOPMENT PROGRAMME - (KE 6009)
TERMS OF REFERENCE AND JOB DESCRIPTIONS FOR THE PROGRAMME
MANAGEMENT UNIT (PMU)

The Ministry of Livestock Development (MOLD) and the Commission of the European Communities are planning to implement a Livestock Development Programme whose main aim is to develop a sustainable improvement in the production and marketing of livestock from the arid and semi-arid lands (ASAL) of Kenya, with particular emphasis on the pastoral areas of Turkana, Marsabit, Samburu, West Pokot, Baringo, Isiolo, Mandera, Wajir and Garissa. The financing proposal for this programme is attached to these terms of reference as Annex 1.

Implementation of this programme will be the responsibility of the MOLD. For the day to day implementation of the programme, MOLD will establish a programme Management Unit (PMU) based at Isiolo to plan, implement and monitor the various activities proposed in the financing proposal Annex 1). The Unit will be reporting and coordinated at MOLD Headquarters. The tasks of the Programme Management Unit will include the following:-

- Identification, planning, implementation and monitoring of all programme activities through DDCs and responsible MOLD Divisions.
- Coordinate between research (NALREC, Kiboko) and development programmes and between different development programmes to ensure a flow of information and coordination.
- Channel EEC funds to approved programme activities through standing imprest accounts.
- Maintain up to date financial accounts for all programme activities.
- Prepare general and annual work programmes, budgets and reports as necessary.
- In consultation with Administration, formulate requests and supervise specialist consultancies as required to help identify, plan, implement and monitor programme activities with the approval of the Permanent Secretary MOLD.
- Draw up tender dossiers and prepare supply/works contracts as required for programme implementation.

- Identify training needs of both pastoralists and supervising staff and prepare and implement training programmes as required.

The following personnel will be required to staff the programme management unit. All personnel should be fluent in English and knowledge of Kiswahili would be an added advantage. Experience of working with pastoral people in ASAL will be an added advantage.

1. Programme Manager/Coordinator

A degree preferably in Livestock/Agriculture related subjects with at least 10 years of continuous service of which at least 5 years are at senior management position in Government or large organization. The holder must have thorough knowledge of Kenya Government personnel and financial management and procurement procedures. A post graduate qualification will be an advantage.

Job Description:

- Responsible and answerable to the PS on all aspects of the programme.
- Overall management of the MOLD/EEC programme in the field including the supervision and delegation of work to staff in the PMU and establishment of an effective financial and personnel management structure for the implementation of the programme.
- Provide strong and effective leadership of the PMU and ensure that resources available to it are used with maximum efficiency ensuring optimal service to the MOLD field programme for the primary benefit of pastoralists and ranchers.
- Liaison with ASAL, DCs and their DDCs.
- Liaison with project managers of all relevant projects especially MOLD associated ones, operating in the ASAL or other areas covered by the project with a view to ensure that all project work is coordinated in a complementary manner.
- Liaison with the National Arid Lands Research Centre, Marsabit, National Range Research centre, Kiboko and the VIL Mariakani to ensure research results/findings are fully integrated in programme management and operation.
- Liaison with MOLD Headquarters, Nairobi.
- Liaison with EEC Delegation, Nairobi.

2. Technical Operations Coordinator

Qualifications and Experience: Must possess a degree in Agriculture/Livestock related subject with at least 10 years experience of implementing livestock related projects.

Job Description:

Responsible and answerable to the programme Manager/Coordinator on technical aspects of the project.

Coordinator and leader of the Technical Team comprising all the Livestock specialists and the Programme Planner, ensuring that their services work in a complementary way to increase the efficiency of the MOLD District Field teams.

- Liaison with MOLD technical staff on the identification, planning, implementation and monitoring of district projects.
- Preparation of half-yearly technical reports on the programme.

3. Finance Administration Officer

Qualifications and Experience: Accounting qualification with 10 years Experience in financial management of development activities in African countries. A sound knowledge of GOK accounting procedures would be an advantage.

Job Description:

- Responsible and answerable to the Programme Manager/Coordinator on all financial matters.

Responsible for:

- Management of project's finances.
- Management of security and servicing, licensing and insurance.
- Management of supplies and stores.
- Project accounts and internal audit
- Annual project budgeting.
- Salaries and allowances for local staff.
- All other recurrent costs.

4. Regional Planning Officer

Qualifications and Experience: Degree in Economics related subjects and at least 8 years experience in regional planning/economic analysis of which at least 5 years should preferably be project planning related activities. Experience with data storage on computers would be an advantage.

Job Description:

- Responsible and answerable to the technical operations coordinator on all economic matters, including data collection, storage and analysis on all aspects of the programme.
- Liaison with MOLD officials responsible for planning and implementation of the national livestock census, annual livestock projections in the ASAL, the livestock sector study, and establishment of monitoring/early warning systems in the Northern Districts.
- Liaison with MOLD officials on analysis of district project proposal, advising the Technical Coordinator on their economic/financial aspects.
- Liaison with MOLD district and headquarters staff on the economic aspects on the programme.

5. Livestock Officer (Rangeland Improvement)

Qualifications and Experience: Should possess a degree in Agriculture/Livestock related subject and at least 10 years experience of the practical implementation of livestock infrastructural improvement projects.

Job Description:

- Responsible and answerable to the technical operations coordinator on all structural improvement projects in the area covered by the programme - these include projects related to water development, water harvesting, livestock development centre, permanent handling facilities, mobile extension teams.
- With District MOLD staff, identification, planning, implementation and monitoring of these projects.

6. Animal production and Marketing Coordinator

Qualifications and Experience: Should have a degree in livestock

related subject and at least 10 years experience of practical in animal production and marketing.

Job Description:

- Responsible and answerable to the Technical Operations Coordinator on all animal production and marketing projects, including the survey and rehabilitation of holding grounds, establishment of livestock breeding centres fattening schemes for immatures, establishment of training programmes for pastoralists/GOK staff, liaison with DDCs on the establishment of a livestock industry training centre.
- With district MOLD staff, identification, planning, implementation and monitoring of these projects.

7. Pilot

Qualifications and Experience: Valid private pilot licence with minimum 300 hours flying time. The possession of a valid commercial pilots license with instrument rating or instructions rating and airplane and engine maintenance license would be an added advantage.

Job Description:

- Responsible and answerable to the Manager/Coordinator. Responsible for the efficient maintenance and operation of the programme's aircraft.

8. Support Staff (Aenyany)

These will be locally recruited following appointment of the senior staff. It is proposed to recruit secretaries, administrative assistants, drivers and other support staff (messengers/cleaners/watchmen) for the PMU if and when required.

9. Reporting/Work Programming

The PMU will be required to provide a comprehensive report on implementation of the programme every six months, commencing July 1989. They will also be required to prepare a draft workplan/budget in September each year for the following GOK financial year (July/June) for consideration by the MOLD Administration Production cost to be met by contractor.

10. For + purposes of this contract, the consultancies are

requested to provide suitably qualified and experienced staff to fill the following positions:

- No. 3 Finance Administration Officer
- No. 4 Regional Planning Officer
- No. 5 Livestock Officer (Rangelands Improvement)
- No. 7 Pilot

The other staff for the PMU have already been secured through direct appointment by MOLD (Programme Manager/Coordinator) and direct recruitment by the EEC (Technical Operations Coordinator, Animal Production and Marketing Coordinator).

Allowances should also be made for specialized back up services to be determined on case by case basis over the period contract to be negotiated separately.

Notification of Amendment to Terms of Reference

DELEGATION OF THE COMMISSION
OF THE EUROPEAN COMMUNITIES
IN THE REPUBLIC OF KENYA

THE DELEGATE

NAIROBI,
National Bank Building, Harambee Av.
P.O. Box 45119,
Tel: 333592 Telex 22302
Telegrams: DELEGFED - NAIROBI

Ref: BVH/1881

6 July 1989

Mutiso Consultants Ltd
P O Box 14333
NAIROBI

Dear Mr Mutiso

ASAL Kenya Livestock Development Programme - Terms of Reference

We refer to the last paragraph of the Terms of Reference and Job Description which are part of the tender dossier dispatched to you on 28 June 1989 by the Permanent Secretary, Ministry of Livestock Development.

The third line from the bottom should read: "Allowances should also be made for ten (10) man/months of specialised back-up services....".

Yours sincerely



PH. DARMUZEY
ACTING DELEGATE

ANNEX B

EXPERIENCE OF CONSULTANTS AND
NUMBER OF STAFF AVAILABLE AND TO BE ASSIGNED

B.1 MUTISO CONSULTANTS LTD

B.1.1 Background Information

Mutiso Consultants Ltd was established in 1983 by a group of Kenyan professionals convinced of the need for a coherent multidisciplinary approach in development activities. Over the years Mutiso Consultants Ltd has identified, planned, managed and evaluated projects for varied clients active in development.

In addition, the company has extensive field research experience and a large planning capacity. Its locally based expert capacity provides a unique opportunity for rapid mobilization.

Management

Overall organizational policy is set by a Board of Directors. Daily management of operations is exercised through two directors, Professor G.-C.M. Mutiso, who is the company chief executive officer, and Dr R.M. Mutiso. Both have extensive consulting, management, research and academic experience. Company auditors and secretaries are Messrs Nyenge and Co., a firm of certified public accountants registered in Kenya.

Legal Status

Mutiso Consultants Ltd was issued with a Registration Certificate Number C. 26201 on 9 September 1983. The current (1989) Trade Licence is Number 237279.

International Clients

Mutiso Consultants Ltd has worked for the following international clients: the Royal Netherlands Government, International Institute for Rural Reconstruction (IIRR), Canadian International Development Agency (CIDA), Swedish International Development Agency (SIDA), United States Agency for International Development (USAID), Danish International Development Agency (DANIDA), United Nations Development Programme (UNDP), Food and Agricultural Organization (FAO), International Fund for Agricultural Development (IFAD), International Development and Research Centre (IDRC), Ford Foundation, United Nations Sahelian Office (UNSO), Government of the Federal Republic of Germany, Office of Technology Assessment - Congress of the United States, International Bank for Reconstruction and Development (World Bank), Government of Finland, Christian Relief and Development Agency, Mennonite Board, Netherlands Volunteer Service (SNV), Beijer Institute, United Nations Economic Commission for Africa, Earthscan, Pathfinder, Norwegian Agency for Development (NORAD), Commonwealth Development Corporation, Danish Church Aid (DANCHURCHAID), United Nations Children's Emergency Fund (UNICEF), Alan Shawn Feinstein World Hunger Programme, Mananga Agricultural Management Centre, African Development Foundation (ADF) and the Sokoine University of Agriculture.

Kenyan Clients

Locally, the company's clients have included the Office of the President, Ministry of Planning and National Development, Office of the Vice President and Home Affairs and National Heritage, Ministry of Environment and National Resources, Ministry of Agriculture, Ministry of Livestock Development, Ministry of Regional Development, Ministry of Water Develop-

ment, Ministry of Culture and Social Services, Ministry of Education, Ministry of Transport and Communications, Ministry of Cooperative Development, Kenya National Council of Social Services, National Council of Churches of Kenya (NCCCK), Voluntary Agency Development Assistance (VADA), Young Women's Christian Association (YWCA), Kenya Energy Non-Governmental Organizations (KENGO), National Council on Population and Development, Mazingira Institute, Appropriate Development Informatics (ADI), Maendeleo ya Wanawake, Machakos District Development Council, Catholic Diocese of Kitui and the Materi Girls' Centre.

B.2 EXPERIENCE OF THE COMPANY

Field studies, programme/project development studies, evaluations, appraisals, feasibility studies, management plans, formulations of projects, and preparation of training materials have been executed for the clients cited in Section B.1.1. Details of assignments completed are provided below, by sector.

B.2.1 Agriculture and Livestock Development

1. ADI Livestock Proposal and Programme Development

Mutiso Consultants Ltd was asked by Appropriate Development Informatics (ADI), a local NGO, to generate funding proposals and develop a seven-year implementation programme. As ADI work is concentrated in the arid and semi-arid areas of the country a programme emphasizing the introduction of improved local livestock, improvement of range and provision of range water was developed.

2. Appraisal of Economic Viability of Goat and Sheep Project

For SNV and the Diocese Kitui, Mutiso Consultants produced a team leader for the economic appraisal and preparation of stocking, breeding and range improvement of a ranch which is used to produce livestock for utilisation in the livestock development of the semi-arid (ASAL) district of Kitui.

3. Coffee Production and Ranching Expansion Proposal

For Katelembo Athiani Mputi Farming and Ranching Cooperative Society, Mutiso Consultants developed a proposal for financing the expansion of water resources, upgrading of coffee, rehabilitation of the ranch and introduction of beef production as well as designing a management system for improving production of the cooperative.

4. Marketing of Fresh Mangoes by Tana River YWCA Women's Groups

This consultancy studied local and export markets for fresh mangoes. Since the project objective was maximization of employment and income generation, a proposal was developed for donors which included sub-projects on training in mango picking and packing, fresh mango sales to the tourist industry, fresh mango export, development and extension of improved mangoes, production of mango pulp for export and production of chutney for export. Funds for the work came from the Ford Foundation.

5. Tana Mango Processing Project

An agricultural and economic feasibility study was conducted on mango production and marketing. Investigations were carried out on how rural women, some of whom are members of the YWCA, relate to the mango production system. The purpose of the feasibility study was to clearly delineate roles for rural women's groups, NGO financiers, and a commercial firm giving technical assistance. Funding for this work was through the Ford Foundation and Kenya Rural Enterprises (KREP), an NGO established by USAID to promote small-scale business.

6. Study on Agro-Economy of Kisumu Municipality

Mutiso Consultants Ltd studied the agricultural activities within the boundaries of the Kisumu Municipality. This was for the Ministry of Water Development's Kisumu Municipality Water Master Plan 1985 - 2005 and was funded by the German Government. At issue was the utilisation of urban land for agricultural production and its impact on water supply.

7. Report on the State of Seeds

This consultancy, conducted for Kenya Energy Non-Governmental Organization (KENGO) and the Mennonite Board, had three distinct components. Policy-oriented research on the laws, commercial practices and consumer issues on seeds was conducted and a report produced. This report became the major input in a national workshop for all NGOs, researchers and government departments involved in aspects of crop and tree seeds. A report on seed policy, research, marketing and genetic resource conservation was produced.

8. Kisii Food Processing and Storage Project

This prefeasibility assignment entailed documenting the production of food crops in Kisii with a view to formulating a development strategy for introducing modern processing, storage and marketing systems. The Kenya YWCA wanted the project strategy to be developed in such a way as to enable its members to move into group ownership and management of higher level food processing technology. Funding for the work came from the International YWCA.

B.2.2 Arid and Semi-Arid Lands (ASAL) Development

1. District Focus and Financing Kitui Arid and Semi-Arid Programme

With funding from USAID, Mutiso Consultants Ltd conducted extensive research on alternatives for moving donor funds into the District Focus planning framework after it was initiated by the Government of Kenya in 1983. This presented serious problems where donor funds, administered by an international contractor, were to be used to implement projects identified and planned at the district level. The output was a financial management plan for a specific district.

2. Kitui District Arid and Semi-Arid Lands Development Appraisal

For DANIDA, Mutiso Consultants participated in an appraisal mission for the Kitui ASAL Development Project. The specific responsibility was to find institutional mechanisms for integrating the Mutomo Soil and Water Conservation Project which took place at the divisional level with district-wide activities which were funded by the terminated USAID project. Mutiso Consultants also produced the livestock sector specialist.

3. ADI Semi-Arid Water and Food Production Project

This consultancy, undertaken for Appropriate Development Informatics, developed a seven-year project which will, by using community groups in semi-arid parts of the country, teach techniques of storing storm water and its use in supplementary irrigation of survival crops. Mutiso

Consultants identified technologies for storm water harvesting, community organization, areas for operations as well as developing staffing, logistics and management needs.

4. Joint Formulation Mission, Elgeyo Marakwet ASAL Programme

The Royal Netherlands Government requested Mutiso Consultants to produce a team leader for a joint mission, of which the purpose was to develop proposals for the Sixth Plan period and an operational budget for the first year. This was in recognition of the specialized capability in ASAL planning within the company.

5. Appraisal Mission on Self-Help Women's Groups in ASAL Areas of Eastern Province

For the Materi Girls' Centre, DANCHURCHAI and DANIDA, Mutiso Consultants Ltd was requested to appraise women's groups in the arid and semi-arid (ASAL) areas of Eastern Province with respect to capacity to identify girls for training in community oriented technical careers in the ASAL areas, capacity for development and ability to support the girls during and after training. Following the innovative girls' and group training programme it is expected that the other six provinces will start similar training programmes.

6. Baringo Fuel and Fodder Project Technical and Management Brief

For the Dutch Government and the Ministry of Energy and Regional Development, Mutiso Consultants was requested to carry out a watching brief on an arid and semi-arid area research and development fuel wood and fodder production

project. The assignment consisted of evaluating and reorganizing management and staff, making training needs proposals and identifying training sources, land preparation, tree disease management, back-stopping on field and national level relations, planning the future expansion of the project to other districts, systematizing research and, perhaps most importantly, linking the project to the Government's district development planning systems.

7. Development Information Brief for Mutomo Soil and Water Conservation Project

For the Danish Government and the Ministry of Agriculture, Mutiso Consultants was requested to design and produce information systems which would increase the development impact of the Mutomo Soil and Water Conservation Project not just to the primary target population, organized into mwethya groups, but also to the wider community, which was not directly reached by group activities. The Consultants designed and produced a quarterly newsletter for the total population in recognition of the fact that development information must be presented to communities in such a form that it can be easily understood and internalized by more than the individuals who interact with a project directly. The newsletter contained "how to" information and human interest development reportage.

8. Identification Mission for National Strategy for Development of ASAL Areas of Kenya

For the IFAD, FAO, UNDP and the Ministry of Planning and National Development, Mutiso Consultants was asked to participate in an identification mission for the National Strategy for the Development of Arid and Semi-Arid (ASAL)

Areas of Kenya. This large assignment was an input into the preparation of the Sixth National Development Plan. Consultants were provided for: (1) Review of Existing ASAL Projects and Evaluation of Alternative ASAL Administrative/ Financial Approaches, (2) Agricultural Marketing and Credit, (3) Small-Scale Irrigation, (4) Infrastructure and Communications, and (5) Nutrition, Health and Food Security.

9. Desertification Control Programme Planning

Conflicting responsibilities over desertification control programmes have led to unsystematic handling of urgent national activities. The National Environmental Secretariat of the Ministry of Environment and Natural Resources together with the United Nations Sahelian Office requested Mutiso Consultants to prepare documentation setting out policy, legal and programming issues on the concerned national institutions to be used in policy review and reform and in generating funding proposals.

10. Business Development Plan for Honey Exports

For a private company, Mutiso Consultants Ltd identified ASAL honey producing areas and national production estimates. A business development plan which included evaluating processing methods and procedures as well as setting up quality control procedures was developed.

B.2.3 Development Policy Planning

1. Formulation of R&D and Core Programme for Beijer Centre for Energy and Development in Africa

The Beijer Institute and the Royal Swedish Academy of Sciences requested Mutiso Consultants Ltd to identify the continent's key research and development issues in the energy sector and to design appropriate intervention methods to form the core programme for a centre to be established to handle Africa's energy problems.

2. Study on Funding Culture

For the Ford Foundation, Mutiso Consultants Ltd investigated the artistic and business capacities of Kenyan music, drama, painting and sculpture groups, companies and public institutions in order to recommend alternative funding needs, keeping in mind the need for conservation and promotion of indigenous culture. This was the first comprehensive study of the sector.

3. Commodity Imports Study

This assignment entailed research on industrial products which would make an impact on the poorest strata of society and which could become part of Swedish aid granted to Kenya. A report was produced recommending commodities in health, agriculture, cooperatives and commercial sectors.

4. Small Grants Programme Development

This was a consultancy given by Voluntary Agency Development Assistance (VADA), an umbrella NGO funded by the Ford Foundation and USAID. Its objective was to investigate and recommend modalities for the provision of small grants in the Kenyan NGO sector. Methods and procedures for lending through intermediate NGOs and directly to small groups were enunciated.

5. African Development Foundation (ADF) Projects Assessment

For the Office of Technology Assessment, Congress of the United States, Mutiso Consultants took part in a continent-wide assessment of the African Development Foundation's projects. The objective was to establish how the development objectives specified in ADF's congressional mandate were operationalized and whether changes were needed either in the content of the mandate or in ADF's operations. Special attention was paid to issues of grassroots participation in projects, project sustainability and project replicability.

6. Christian Relief and Development Agency (CRDA) Reorganization and Programme Development

Many NGOs, born during crisis, do not easily move into development after the crisis. CRDA, an Ethiopian national NGO umbrella organization, which coordinated significant famine relief work during the 1984 Ethiopian crisis, asked Mutiso Consultants Ltd to review its purpose, staffing, management and future programme possibilities in development.

7. Monitoring and Evaluation of the Impact of Agricultural and Rural Development Strategies

For the Ministry of Planning and National Development, FAO, UNDP and World Bank, a national system of indicators for monitoring and evaluating the impact of agricultural and rural development strategies was developed leading to the identified donors committing significant amounts to the programme. The design led to recommendation that the system be expanded to include all development projects.

8. Management of District Focus

This work was done for the Office of the President, Development Coordination and Cabinet Affairs. The consultancy entailed extensive field work with district officials in a sample of 12 of the 41 districts in the country to identify management problems with the new policy. Key problem areas were identified, existing managerial innovations at district level were documented and policy actions enumerated for inclusion in the review of District Focus policy.

9. Study of Non-Governmental Organizations in District Development

At the request of Machakos District Development Committee, Mutiso Consultants Ltd inventoried all non-governmental activity in Machakos District, including project budgets, personnel, sector concentration and geographic spread. This led to a report showing sectors and techniques used by NGOs in development. Policy options for the consideration by the District Development Committee and a planning framework for the committee and the NGOs were generated.

10. Evaluation of Contribution to Development by Non-Governmental Organizations

At the Institute for Development Studies, University of Nairobi, Mutiso Consultants was involved in a think tank to evaluate the NGO experience in Kenya with respect to sectorial funding, foreign penetration, conflict in planning goals, issues of accountability, and the state's need for managing external aid.

11. Food Crisis in Africa

Mutiso Consultants Ltd assisted in developing action strategy and policy recommendations for the National Council of Churches of Kenya, the umbrella organization of Protestant churches in Kenya. This entailed preparation of study materials for participants in a national food programme seminar attended by top church and government policy makers, and parastatal and private sector managers after the drought disaster of 1984.

B.2.4 Human Resources Development and Training

1. Institutional Support Project Proposal for Sokoine University of Agriculture (SUA)

For the International Development Research Centre (IDRC) Mutiso Consultants Ltd produced a senior consultant to work with SUA to develop an institutional support project to concentrate on applied research and produce end user materials, build up research capacity by support of computerization and training of administrators and post-graduate researchers.

2. University-Industry Manpower Linkages

For the United Nations Development Programme and the Economic Commission for Africa, Mutiso Consultants evaluated the training systems of two Harambee Institutes of Technology with respect to meeting local industrial needs and tracing their students into university training systems. Further investigations involved study of the training capacity of the local universities and investigation of the feasibility of mounting special courses and exchanges for industry-specific technical needs.

3. Training in Innovative Development Approaches

The scope of work for this consultancy called for the development of training materials and participation in the training of NGO middle managers in bottom-up development strategies. It was carried out for Voluntary Agencies Development Assistance and the International Institute for Rural Reconstruction.

4. Training in Media Approaches to Environment and Development Issues

A training programme was conducted for media writers on the interface between environment and development. Training materials were developed, a workshop on media writing on the twin issues was held, and recommendations were made on sensitizing media managers to deal with environmental and development issues. A major blitz of media coverage resulted from the training activity which was sponsored by Earthscan.

5. Training for Leadership Development

This consultancy for the Human Resources Division of USAID evaluated past programmes, assessed future needs and developed modules for the preparation of a project paper for human resources development in Kenya. Issues covered included inter alia nomination and selection criteria, administrative mechanisms and specification of local and external contractor responsibilities. It involved extensive interviews in the governmental, cooperative, donor and private sectors.

6. Social Science Research Competition

For the Ford Foundation and International Research and Development Centre, Mutiso Consultants evaluated a ten-year long social science research programme. In addition to evaluating the appropriateness and relevance of past funding levels and areas, the consultancy identified new areas needing social science research funding over the Eastern Africa region. Modalities of funding were specified.

7. Evaluation of Participatory Development Approaches

This consultancy for the Kenya National Council of Social Services evaluated three distinct models of NGO development activities. It further produced training materials for programme directors of affiliated NGOs. There was special focus upon the problems of women's participation in development and the need to invest in group processes.

8. Environmental Issues Training for Media Policy Makers

This consultancy entailed the preparation of training materials and participation in the training of public and private media editors on the writing and editing of environmental issues and their impact on development. It was jointly commissioned by KENGO and Earthscan.

9. Africa Beyond Hunger 1957-2057

The World Bank driven doomsday scenario that Africa cannot develop is increasingly being attacked by African intellectuals. The World Hunger Programme, NORAD, SIDA and the Ford Foundation brought together some of the intellectuals in an "alternative futures think tank" to review the data on African development and to chart possible alternative futures. Mutiso Consultants participated and produced a report to NORAD on the possible impacts of the alternative future scenarios in African development.

10. Staff College/Senior Management Staff Seminars

For the Office of the President and Kenya Institute of Administration, Mutiso Consultants Ltd biannually participates in each of the two distinct seminars which train the top public and private sector managers. The emphasis is on developing materials and participating in the seminars dealing with strategic planning, natural resource conservation, utilisation of informatics in policy making and political development.

11. Senior Management Course

For the Commonwealth Development Corporation and Mananga Agricultural Management Centre, Mutiso Consultants participated in a month-long senior managers' course. The managers were drawn from ten African countries. The objective of the course was to train them in managerial skills as well as to sensitize them to socio-political environment issues which impinge on their operations.

B.3 NUMBER OF STAFF AVAILABLE AND TO BE ASSIGNED

Mutiso Consultants Ltd is associated with a team of 69 locally based professional consultants who have postgraduate degrees or professional certificates as well as many years of research and work experience. Their expertise falls into the following categories:

Livestock Specialists	8	Forestry Specialists	2
Cooperative Specialists	2	Communications Specialists	2
Land Tenure Specialists	2	Plant Pathologists	2
District Focus Planners	2	Water Harvest Specialist	1
Economists	4	Education Specialists	2
Sociologists	4	Administration Specialists	2
Energy Planners	2	Architectural Planners	2
Demographers	4	Plant Breeders	2
Development Planners	4	Agricultural Engineers	2
Agro-Economists	4	Marketing Specialists	2
Management Specialists	4	Environmental Planners	2
Data Specialists	2	Logistics Specialists	2
Soil Specialists	2	Health Specialists	2

The numbers of currently available and assigned staff are as follows:

	<u>Total Available</u>	<u>Assigned</u>
Fulltime Staff	12	6
Associated Staff	69	10

Staff to be Assigned to the PMU

The long-term staff to be assigned by Mutiso Consultants Ltd to the PMU of the ASAL Kenya Livestock Development Programme are Mr Zebedeo Omwando as Regional Planning Officer, Mr Evans Mweya as Livestock Officer (Rangelands Improvement) and Mr Andrew Simpson as Pilot.

The short-term specialists put forward as examples of the type of relevant expertise that can be made available are:

Range Ecology Expert	K.O. Farah
Range Management Expert	T.J. Njoka
Livestock Breeding Expert	D. Kimenye
Livestock Training Expert	C.N. Karue
Livestock Marketing Expert	G.M. Ruigu
Livestock Economist/Planner	L.G.K. Ngutter
Resource Economist	M. Manundu
Environmentalist	E.N. Marekia
Rural Sociologist/Planner	J.H. van Doorne
Water Resources Specialist	E.N. Petersen

Professor G.-C.M. Mutiso, Managing Director of Mutiso Consultants Ltd, will provide backstopping and support to the team in the field.

The full experience records of the Mutiso staff to be assigned to the PMU are presented in Annex D.4.

B.4 BMB, MANAGEMENT CONSULTING FOR DEVELOPMENT B.V.

B.4.1 Background Information

BMB, Management Consulting for Development B.V. was originally founded in 1967 by two management consulting firms in The Netherlands: BERENSCHOT and BOSBOOM & HEGENER, and joined in 1975 by the Dutch auditing firm: MORET & LIMPERG. In 1976 SORCA-BMB joined the group, thereby further strengthening the consulting expertise.

With a background of over 50 years' experience gained by the parent companies in providing consulting services to the public and private sectors in Europe, BMB specializes in meeting the particular demands resulting from the increasing importance of the countries of Asia, Africa and Latin America.

BMB believes that the optimal functioning of organizations (whether private or state-owned enterprises, public bodies or government departments) is an essential condition for the balanced social and economic development of a country. Aspects such as organization, management, control and follow-up have in the past often received scant attention at the expense of the long-term efficacy and/or profitability of the organization.

Nowadays it is realized that "hardware" (e.g. machines, buildings, irrigation systems, vehicles) alone does not constitute development. Equally important is the "software" such as institutional development, including organizational improvement, efficiency, labour relations and training. It is in these fields that BMB has assisted its clients over the past 20 years.

The quality of BMB's work is ensured by a large staff of full-time consultants and a support staff (research, editing of reports, finance, personnel and procurement) of approximately 30. In addition, whenever needed for specialized technical inputs, BMB can call on a pool of several hundred experts of various nationalities. As a result BMB is able to provide at short notice multidisciplinary teams of experts who during overseas assignments are coordinated and backed up by senior management and staff at headquarters.

Fields of Activity

Although a list of consulting activities can never be exhaustive, a tentative summary of the fields of activity in which the BMB group engages is given below:

Agriculture and Agro-Industry:

studies, design, start-up and management

Feasibility Studies:

industry, transport systems, health projects

Financial Planning and Control:

budgeting, cost accounting, cash flow analysis

Industrial Engineering:

strength-and-weakness analysis, rationalization of production, quality control, standardization of equipment, lay-out, investment planning, product range analysis, etc.

Institution Building:

establishment, organization and reorganization of public and private bodies, enterprises, etc.

Macro-Economic Studies

for national and regional authorities, public and private organizations

Market Studies:

structuring retail organizations, merger implementation, dealer selection, export promotion, etc.

Master Planning

for regional and urban development projects

Personnel Management:

work analysis and job classification, personnel evaluation schemes, personnel planning, recruitment and selection

Project Management:

formulation of tasks and procedures, project phasing, monitoring and evaluation

Social and Demographic Studies

at national, regional and municipal levels

Training:

start-up training, retraining, management development

Transportation:

studies, design and implementation in respect of land and sea traffic, ports and airports, urban transit systems

Clients

The BMB group has extensive experience with several groups of clients:

- International Agencies: United Nations, World Bank, Asian Development Bank, African Development Bank, European Development Fund, Kuwait Arab Fund, Islamic Development Bank
- The Directorates for Development Cooperation of the Government of the Netherlands and the Government of Belgium
- Governments of overseas countries
- Private sector enterprises including multinational companies.

Execution of assignments and reporting is done in English, French, Spanish, Portuguese, German, Dutch and Arabic.

Projects have been executed or are being carried out in the following countries:

Africa

Angola, Benin, Botswana, Burkina Faso (Upper Volta), Burundi, Cameroon, Central African Republic, Cape Verde, Chad, Comoros, Congo, Ethiopia, Gabon, Gambia, Ghana, Guinea, Ivory Coast, Kenya, Liberia, Madagascar, Malawi, Mali, Mauritania, Mozambique, Niger, Nigeria, Rwanda, Senegal, Sierra Leone, Sudan, Tanzania, Togo, Zaire, Zambia, Zimbabwe

Middle East and North Africa

Afghanistan, Algeria, Bangladesh, Egypt, Iran, Lebanon, Morocco, Pakistan, Saudi Arabia, Somalia, Tunisia, Yemen Arab Republic

Far East

Burma, Hong Kong, India, Indonesia, Kampuchea, Korea, Laos, Malaysia, Maldives, Nepal, Philippines, Singapore, Sri Lanka, Thailand, Vietnam

Latin America and Caribbean:

Argentina, Barbados, Bolivia, Brazil, Chile, Colombia,
Costa Rica, Cuba, El Salvador, Grenada, Haiti, Honduras,
Jamaica, Mexico, Netherlands Antilles, Nicaragua, Panama,
Peru, Puerto Rico, Surinam, Trinidad, Venezuela.

B.5 EXPERIENCE OF THE COMPANY

Details of projects executed by BMB and relevant to the present proposal are provided on the following pages.

B.5.1 Livestock Development and Marketing

Indonesia Monitoring and Evaluation of Smallholder Cattle
Development Project

1982-date As part of a smallholder cattle development project financed by the International Fund for Agricultural Development (IFAD) and supervised by the World Bank, P.T. Bahana Mitra Buana (P.T. BMB, BMB's associate in Indonesia) was engaged for the design and implementation of a system to monitor and provide a basis for the evaluation of the socio-economic effects of the project on the beneficiaries. This system has now become highly effective, and a major contribution to this success is the more efficient extension and feedback of management information.

The main project objective is to improve the livelihood of smallholders in Sumatra by supplying them with cattle to assist in the cultivation of their land. Appropriate organizational arrangements were necessary, in order to ensure the maximum benefit from this cattle utilization and also to ensure sufficient importance being attached to the design and implementation of farming systems and husbandry methods which provide for soil conservation and the maintenance of soil fertility.

In order to ascertain whether the project is having the desired effect, the consultants designed a system to monitor project effects and impact, not only on the smallholder recipients of cattle, but also on the cattle procurement and forage-seed production areas covered by the project. They established a very effective, computerized system of records, for the management of farm loans and the analysis of data on calving and mortality. A further computerized system of financial monitoring did much to facilitate the functional budgetary analysis.

Since the start of the project, P.T. BMB's team of five specialists has established these new systems, prepared questionnaires, tested them in the field and commenced the collection of base-line data. Systems for processing the data and presenting them to different levels of project management and the donor agency have also been elaborated.

Botswana

Services to Livestock Owners in Communal Areas

1980-date

The major source of rural income in the Republic of Botswana is the livestock industry. This industry also earns the country revenue from international markets. The Botswana Government has therefore given top priority to a further development of this industry with special emphasis on the tribal areas. These tribal areas, covering about 274,000 km², contain the best sources of water and grazing and about 80% of the country's human population. This is where livestock is most dense, owned mostly by the poorer classes of the community, and cropping, tourism and social development in general also take place in these areas. As a result of the uncontrolled livestock density, grazing in the tribal areas is deteriorating tremendously; consequently, the low productivity of land use in these areas has caused the Government some concern. Some improvement is necessary to ensure the continuation of a well-maintained livestock industry.

The most important programme for the conservation of natural resources is the Tribal Grazing Land Policy (TGLP) outlined in Government Paper No. 2 of 1975, which intends to alter the traditional forms of land use to bring about improved conservation, better production, management and husbandry techniques. The Policy proposes the division of the tribal land into three categories viz.: Commercial, Communal and Reserved areas. Leasehold ranching will be encouraged in the Commercial areas, while group or cooperative grazing will be encouraged in the Communal areas, which will be dominated by small farmers. It is in the Communal areas that farmers lack a number of basic services that are essential to livestock development.

These services may be in the form of an improved input/supply system, improved marketing system, improved disease control measures, matching grants and technical assistance. The project seeks funds totalling P1.976,664 to make those services available to farmers in Communal areas. A demonstration programme will be included in the project.

Under financing from the EEC, BMB has made available to the Government of Botswana an advisor to assist in the implementation of the "Services to Livestock Owners in Communal Areas" project.

The BMB advisor works within the Department of Cooperative Development, Ministry of Agriculture, being posted to the Botswana Cooperative Union, Marketing Branch, Lobatse. Further, he liaises with the Chief Agricultural Economist, Ministry of Agriculture, and coordinates the activities related to Cooperatives with the Chief Technical Advisor of the ILO/DANIDA project "Strengthening the Cooperative Movement".

The main objectives of his assignment are to:

- assist and advise the Department of Cooperatives and the Botswana Cooperative Union in the development of cooperative livestock organization and marketing;
- assist the Cooperative movement to improve their marketing services thus increasing the proportion of cattle supplied to the Botswana Meat Commission from the Cooperatives.

The duties being carried out by the BMB advisor are listed below.

- Advising the Department of Cooperative Development and the Board and Management of the Botswana Cooperative Union on livestock marketing matters, concerning in particular: policies, organization, management, new procedures, improved methods and systems, and the writing of policy documents, instructions and manuals.
- Assisting in the implementation and supervision of new marketing methods and management systems.
- Advising Senior Officers and officials of the Department of Cooperative Development and the BCU in the course of their duties in representing the Cooperatives to the following authorities: the Minister of Agriculture, the Permanent Secretary of the Ministry of Agriculture, the Livestock Industry Advisory Committee, the Botswana Meat Commission and the Quota Allocation Committee.
- Collecting and compiling statistics in order to provide information to assist the Department of Cooperative Development and the BCU in decision-making.
- Writing any reports required on problems and progress.
- Providing on-the-job training for the Department of Cooperative Development and BCU staff, and also, in courses and seminars, instructing society staff on matters relating to the livestock industry as arranged by the Department of Cooperative Development.
- Assisting in the recruitment and training of BCU control and supporting staff.

- Assisting in the coordination of livestock marketing matters between the BCU Marketing Branch and the following: Department of Cooperative Development, the BCU Headquarters, Gaborone and the Botswana Cooperative Bank.
- Planning and assisting in the construction of Cooperative cattle-holding grounds.
- Liaising with the Chief Agricultural Economist in the Ministry of Agriculture.

A summary is given below of progress achieved by the Cooperative Movement during the period of the project:

- an increase of 33% in Cooperative Society Membership;
- an increase of 32% in the proportion of cattle supplied by the Cooperatives to the BMC;
- the formation of seven new cattle-marketing Societies;
- the appointment of a Cooperative Member to the Board of the BMC;
- the establishment of the first Cooperative cattle-holding ground;
- the planning of a five-year development programme for Cooperative cattle-marketing which includes a BCU Marketing Field Service, and an Advanced Payments Scheme;
- the introduction of a computer system for the calculation of Society cattle payments.

Sudan

Management Assistance to the Animal Production Public Corporation (APPC)

1977 - 1982 Client: the Government of the Democratic Republic of the Sudan.

Objective: to improve and extend livestock, poultry and fisheries production in the Sudan.

Means: strengthening the management of the Animal Production Public Corporation and improving and extending the activities and performance of this Corporation.

Financing:

- the Netherlands Government (first two years);
- the European Development Fund (remaining two and a half years).

The Animal Production Public Corporation was established in 1975 with the aim of:

- planning and directing the overall development of animal production in the Sudan;
- initiating and supervising actual production by establishing subsidiaries.

The Corporation is responsible for establishing production units for the purpose of production and sale of dairy products, meat, poultry and eggs, fish and animal feeds. The units are to be run on a commercial basis. The policy of the Corporation should be based on optimizing the use of national resources and available capital and maximizing the economic and social benefits.

When APPC was established a number of existing production units in the field of dairy production and fisheries were incorporated in the new framework.

In 1977, BMB consultants were given the task of evaluating the performance of APPC and advising the Netherlands Government on the optimum mode of assistance to the Corporation. The report of the appraisal mission resulted in a technical assistance programme for advisory and training services to APPC. The implementation of the programme was assigned to BMB consultants.

When financing of the project by the Netherlands Government came to an end, the European Development Fund of the European Economic Community financed a follow-up programme which focused principally on training. BMB consultants were retained for this follow-up programme.

The duties carried out by the consultants can be summarized as follows:

- Advising and assisting the management in development strategy, corporate structure, internal organization, administrative procedures and management information systems;
- Investigating marketing potentials for the goods (to be) produced by the production units, and making recommendations on distribution systems, pricing policies, etc.;
- Designing adequate accounting systems and procedures for the Corporation's head office and production units and preparing a detailed accounting manual;
- Investigating the profitability of existing production units and making recommendations with regard to improved costing methods, better utilization of capacity, etc.;
- Planning and initiating a training programme in finance and accounting, with emphasis on practical skills;

- Planning and initiating a training programme in livestock production with special emphasis on practical field work with farmers (extension services);
- Demonstrating, both to farmers and APPC staff, the economics of production especially with regard to feeding systems, calf rearing, disease prevention;
- Planning and initiating a training programme in fishing focusing on improved fishing methods, handling of the catch, and fishing equipment;
- Investigating and making recommendations with regard to a better exploitation of the rich fish resources of Lake Nuba. The recommendations concerned inter alia: the status, training and housing of fishermen, infrastructural facilities, fishing methods and collecting system, research, fish stock protection, processing methods, transport, marketing and pricing, and the use of waste products.

Finally, to ensure that APPC staff attain complete self-reliance in the various fields covered by the Corporation, BMB evaluated a multitude of overseas training opportunities and mediated in both placement and external financing of fellows in selected study programmes available in Europe.

The expertise provided by the consultants for the implementation of the project was as follows:

- general management expert for 27 man-months;
- marketing expert for 24 man-months;
- finance and costing expert for 10 man-months;
- accounting expert for 9 man-months;
- fisheries expert for 13 man-months;
- livestock production expert for 3 man-months;
- food processing expert for one man-month.

Yemen Arab Management of Municipal Slaughterhouses and Meat Markets
Republic Project

1982-date Background to the Project

The methods of animal slaughtering and meat distribution in the Yemen Arab Republic fell short of accepted standards of hygiene. Slaughtering facilities were insanitary, inspection was inadequate and there were no disinfection facilities or laboratory control procedures. Health requirements did not exist. In addition, significant losses of hides and skins were occurring because of poor flaying and preservation techniques.

As a first step towards overcoming these problems, the YAR Government included in its programme for the development of the country's livestock industry the establishment of modern slaughterhouse and meat market facilities in the three main towns - Sana'a, Taiz and Hodeidah. The programme obtained financial and technical assistance from several donor countries and institutions.

When the construction programme of the slaughterhouses and meat markets had reached the stage where some of the facilities could be brought into operation, the YAR Government was faced with the task of ensuring that this was done in such a way as to make the desired contribution to the improvement of meat handling standards and hides and skins treatment. This led to the follow-up project which is being executed by BMB.

Brief Description of Project

The objectives of the project are:

- to improve the hygiene and sanitary conditions under which animals are slaughtered and meat is marketed in order to contribute towards the improvement of public health;
- to increase export earnings by improving the quality of hides and skins.

BMB consultants are providing the following services in order to achieve these objectives:

- establishment of an efficient institution for the management of slaughterhouses, meat markets and the meat distribution system under the aegis of the Ministry of Municipalities;
- management of the start-up of operations on a commercial basis of the three modern slaughterhouses in Sana'a, Taiz and Hodeidah, and other new slaughterhouses;
- training of and handing over of responsibilities to Yemeni management and key staff;
- improvement of techniques and standards of hygiene in the slaughtering process and the meat distribution systems;
- establishment of adequate meat inspection procedures and determination of standards for approval or condemnation of meat;
- introduction of proper handling and curing systems for hides and skins, and identification of market outlets;
- reconstruction and replacement of meat markets;
- construction of slaughterhouses in other major population centres.

The project is financed by:

- the Netherlands Government (consultancy services and overseas training of counterparts);
- the Government of the Yemen Arab Republic (working capital and cost of additional equipment for the slaughterhouses).

Duties of the Consultants

The duties of the consultants can be summarized as follows:

- Establishment of a head office for the central management of all the slaughterhouses and meat markets.
- Design of the organizational structure, the administrative procedures, the accounting system and the various forms and documents required.
- Incorporation of the project into an autonomous legal body in order to establish the slaughterhouse and meat market operations as an independent and self-sufficient activity, thus guaranteeing continuity.
- Recruitment of all the necessary staff, fixing of salary scales and drawing up of staff regulations.
- Technical inspection of the facilities before they are handed over by the contractor.
- Making the slaughterhouses technically operational, including rectification of a number of shortcomings in the design and the addition of technical facilities not provided for in the design specifications.
- Carrying out of tests and trials.
- Negotiations on slaughtering and delivery fees and the rents for the meat stalls to be charged to butchers, and on remuneration to be paid to the self-employed slaughtermen.
- Training of the slaughtermen in modern slaughtering techniques (line operation).

- Arrangement of overseas training for managers.
- Work has involved the design and supervision of the building and installation works for the rehabilitated meat markets, for new slaughterhouses and for improvements to the three existing slaughterhouses, as well as water treatment/waste disposal plants.
- Bearing of executive management responsibilities for the whole project until handover to the trained Yemeni counterparts.
- Advice to the Ministry of Municipalities on the legislation required with regard to slaughtering, and the inspection and sale of meat.
- Recommendations on the disposal or processing of slaughtering waste products. This has involved a feasibility study for the establishment of a dry-rendering plant.
- Identification and implementation of the best method of preserving hides and skins, and organization of the marketing of cured hides and skins. A study has been made on the feasibility of establishing tanneries in the YAR.
- Preparation of operations and accounting manuals.

Tanzania

Preparation of Action Programmes for the Rehabilitation of the Leather Subsector

1988-1989

Within the framework of a major rehabilitation and restructuring programme for the Tanzanian industry, financed by the World Bank, BMB was requested to carry out a study of the leather industry subsector.

The assignment included a diagnostic study of the subsector to identify sectoral, infrastructural and firm-specific constraints and to assess the need for restructuring, rehabilitation and reorganization. In addition, the consultants were required to define a programme for corrective measures to be taken at subsectoral level, and to prepare detailed action plans for the rehabilitation and reorganization of the main enterprises in the subsector, all being parastatals. Finally the assignment included monitoring and advisory services for the implementation of the action programmes.

The study comprised not only leather manufacturing (tanneries), footwear manufacturing (including footwear from products other than leather) and leather goods manufacturing, but also the production of and trade in raw materials for the subsector, i.e. hides and skins.

The study was therefore of a macro-economic as well as a micro-economic nature.

More in detail the assignment dealt with the following subjects in respect of the subsector as a whole:

- the macro-economic context, industrial strategy, market orientation;
- the capacities and past performances of the enterprises in the subsector, parastatal as well as private;
- the control structure of the parastatals in the subsector;

- government policies affecting the subsector: trade liberalization, foreign exchange allocation and rates, tariffs and taxes, environmental protection policy;
- management and human resources (motivation, skills) as constraints;
- capital needs and ownership of the enterprises;
- hides and skins: production, trade pattern, pricing system, quality;
- future economic and commercial viability of leather manufacturing, and a proper strategy for revival;
- future economic and commercial viability of footwear and leather goods manufacturing, and a strategy for recovery.

In addition a detailed study was made of five large enterprises in the subsector and action plans prepared for their revival. This comprised a detailed analysis of the past performance and present situation of the enterprises (history, capacity assessment, actual production during past ten years, present physical condition of all assets, financial position, and capabilities and performance of management and staff). The action programmes prepared included detailed plans for financial restructuring, technical rehabilitation, future production, marketing strategy, in addition to recommendations on (changes in) the processing, recycling, maintenance, effluent treatment, management information, accounting and staff remuneration systems. The reporting further included cost calculations, financial projections, calculation of internal rates of return, and sensitivity tests for the enterprises.

Sudan

Rehabilitation and Improvement of Efficiency in the Raw Hides, Skins and Leather Processing Subsector

1986-1987

Under World Bank financing the Government of the Sudan assigned BMB to carry out a study into the possibilities of rehabilitating and improving the efficiency of the hides, skins and leather processing subsector. On the basis of the results of the study the consultants were to advise the Government on the best strategy to follow as regards the subsector as a whole.

Initially the study dealt with the macroeconomic aspects of the subsector. In this context the situation of hides and skins as raw materials was assessed in terms of present production, potential growth, the trade pattern, use and destination of the raw materials, quality, and conservation systems. A survey of Government interventions in the subsector (in such areas as legislation, taxation, price controls, export bans, and staffing policies) constituted part of the study, as did an evaluation of their effects. This evaluation gave rise to recommendations that the Government adjust its involvement in the subsector.

Part of the overall study focused on the efficiency and adequacy of the existing support facilities in the subsector, namely the organization of improving the quality of the raw hides and skins and the legislation in this respect, training opportunities, research possibilities, common facilities, and advisory services. Recommendations for the institutional improvement or establishment of these facilities were worked out and the estimated costs calculated and assessed against the benefits.

An assessment of the economic viability of domestic leather manufacturing and footwear manufacturing was carried out, embracing not only modern mechanized systems of production, but also the traditional artisanal production methods which are still widely practised in the Sudan. The outcome of the assessment was positive.

Apart from the aspects relating to the subsector as a whole, the assignment included an in-depth investigation into four state-owned tanneries, which together represent the major part of the leather manufacturing industry in the Sudan. The investigation comprised a full technical survey of the state of buildings, machinery, and equipment, the efficiency of the processing systems and the adequacy of the tanneries' effluent treatment. As a result of the survey, recommendations for improvement were made and the costs of rehabilitation and/or rationalization were estimated.

In addition, the financial position of the tanneries was assessed, as were the possibilities of financial recovery after rehabilitation, and the financing required for such a recovery. Cash flow projections were made for all the tanneries and the internal rate of return calculated under varying assumptions. Recommendations were made on the operational policy which could best be followed by the tanneries.

Finally a complete institutional survey was carried out in the four tanneries, and recommendations made concerning improved management, organization, management information systems, accounting, staffing and staff remuneration systems. A complete accounting manual for the tanneries was prepared and added to the separate reports for each of the tanneries.

The final element of the overall study was a brief survey to indicate the possibilities and prospects of the utilization of waste products from the tanneries and by-products (other than hides and skins) from slaughtering.

The results of the whole study were presented in a nine-volume report plus an executive summary.

The study - in which Sudanese consultants also participated - involved four months of field work, and three months' report preparation.

- Chad Diagnostic Study of MAGAVET (Government Agency for the Supply of Veterinary Products)
- 1988 SORCA-BMB was selected by the Ministry of Livestock to carry out a diagnostic study of this Agency. The study developed specific recommendations concerning the privatization of the company and the abolition of its monopoly. It also recommended that MAGAVET should adapt a more aggressive sales policy, apply a healthier price margin policy, and exercise better stock control. As a follow-up, the Ministry of Livestock asked SORCA-BMB to prepare a draft of Articles of Agreement for MAGAVET, after its restructuring, which would include the possibility of its partial or total privatization.
- Togo Development of Animal Traction and Associated Animal Husbandry
- 1987 This EDF-financed study carried out by SORCA-BMB aimed at determining the methodology to be used for the introduction into animal traction of female animals, experimentation with a single ox, and the means of achieving a higher work rate from animals previously used for other purposes. The project also involved a rural community approach, ensuring the participation of groups from different backgrounds, and incorporating extension methods based on community development techniques.
- Sri Lanka Dairy Development II Project
- 1986-1987 On behalf of the Government of the Netherlands, BMB assisted in the design of a programme of support services for dairy farmers. The present situation of dairy smallholders was assessed and subsequently practical packages of support services were designed for each milkshed area in order to address the problems identified in the dairy sector. The packages designed, including recommendations on animal breeding, health, nutrition, training and extension, were then discussed in a one-week workshop held in Colombo, and a pilot programme was designed to test the effectiveness of the services proposed.
- YAR Market Study Rendering Plant Products
- 1986 At the site of the Sana'a Municipal Slaughterhouse a rendering plant processes the usable remnants of slaughtered animals into bone, meat and blood meal as well as tallow. BMB was requested to undertake a marketing

study regarding these rendering plant products. The study involved an in-depth investigation of the demand for the products (and the mix of ingredients), the design of optimum distribution modalities while minimizing administrative work, as well as a sensitivity analysis in respect of cost/price relations at different production levels.

Somalia

Technical Assistance to Milk Factory, Mogadishu

1985-1988

BMB were retained by the EEC to provide a managing director, a technical manager and a laboratory expert (short-term) to start up the rehabilitated dairy factory. Their task was to supervise and guide the re-launch. This included the design and implementation of management methods and procedures, accounting procedures, a management information system, milk and other raw material procurement, milk distribution and sales, production control, quality control, plant maintenance procedures, staff selection and staff and employee training. They were also responsible for training counterparts to be their management successors.

Kenya

Rehabilitation Programme for Livestock Sector

1985

At the request of the FAO Investment Centre, BMB participated in a formulation/preparation mission funded by IFAD to analyse the Kenyan livestock sector. The aim was to identify priority areas which had suffered most from inadequate recurrent funding, and to formulate a loan programme in support of essential ongoing services and inputs to livestock owners. The BMB expert analysed past fiscal policies and institutional constraints, and formulated recommendations for future fiscal policies, reorganization of accounting and budgetary procedures, introduction of cost recovery and control strategies, and design of the project programme and loan facilities.

Somalia

Milk Supply Project

1979-1980

BMB were retained by the European Development Fund and the State Planning Commission of the Government of Somalia to advise on the rehabilitation and expansion of the country's major dairy plant and the milk supply to Mogadishu generally. The programme concerned the creation of improved facilities for milk processing, handling, distribution, marketing and factory management. The study further examined the whole future milk supply problem for Mogadishu, investigated livestock and feedstuffs resources and programmes, and recommended government measures for increasing future milk supplies.

- Mali Dairy and Wood Products Industries
- 1978-1986 At the request of the Mali Government and the World Bank, SORCA-BMB and BMB carried out studies on the rehabilitation and expansion of operations of the national dairy/milk processing and wood products industries. The consultants were subsequently engaged via a series of short-term missions to assist in management of the dairy industry project under a World Bank loan.
- Indonesia Evaluation Mission FAO/IBRD - Livestock Development
- 1978 As part of an evaluation mission a BMB financial expert assisted in planning the credit payment system for a livestock project.
- Saudi Arabia Feasibility Study for the Establishment of an Integrated Livestock and Dairy Project
- 1978 During 1978 BMB prepared a detailed study and technical and marketing designs for a large integrated milk processing industry in Saudi Arabia. BMB were retained as consultants and managers for the study, design and implementation of the envisaged project.
- Egypt Animal Feed Plant/Poultry Breeding Project Fayoum
- 1977 Tasks of the BMB expert mission were (a) to work out a detailed proposal for the establishment of an animal feed plant in Fayoum, to formulate the technical specifications of the plant, to recommend on the organizational set-up; (b) to discuss the technical details and organizational set-up of a poultry breeding project in Fayoum and at the same time undertake a separate study on the organization and socio-economic function of the poultry sector in Egypt.
- Tanzania National Cold Chain Operations
- 1976-1980 In 1976 BMB were requested by the Netherlands Government to participate in a joint Dutch-Tanzanian evaluation mission to assess NCCO (a cold storage chain with a large central store, a series of up-country centres, and a number of urban sales outlets). As a result BMB were engaged for a 1.5 year period to monitor the company's performance and the implementation of the bilaterally agreed restructuring programme. Subsequently BMB provided managerial staff for NCCO line functions (accountancy, transportation, cold storage, fish and meat processing, marketing). Local staff were trained to succeed the expatriates in these management functions.

Mali Survey for the Development of an Irrigable Zone

1975 At the demand of UNDP and in association with other specialized consulting firms, SORCA-BMB participated in a study concerning the reclamation of the Niger valley following the building of the Selingué dam on the Sankarani river. The experts tackled the health and sanitary problems and the production and marketing of cattle and meat. Their recommendations covered, besides the rehabilitation of the livestock, the diversification of meat production sources, the improvement of quality and of regularity in supplies, as well as the perspectives of national and international distribution.

Indonesia Meat Supplies to the City of Jakarta

1969 At the request of the Belgian Government and on behalf of the Government of Indonesia, SORCA-BMB carried out a survey for the rationalization of meat supply to Jakarta. The mission covered factfinding activities, design and implementation of a slaughterhouse with programme for incremental output, meat transport, profitability study.

B.5.2 Education, Training and Extension

Togo Provision of an Extension Systems Expert to the Ministry of Rural Development

1989-date SORCA-BMB is providing an extension systems expert to assist in the implementation of a new centralized approach to agricultural extension and training in Togo (IBRD financing). The duties of the expert are to:

- help identify the areas most needing extension services
- provide technical and training support to the planning, organization and execution of services
- determine equipment requirements
- regularly participate in training and planning sessions
- contribute to the preparation of all training materials
- participate in the preparation of annual training budgets.

YAR Consumer Education Programme

1988-date Following on from a similar programme in 1985, in 1988 a BMB-Yemeni mission formulated an expanded Consumer Education Programme (CEP) for the Management of Municipal Slaughterhouses and Meat Markets Project which is being implemented under Dutch Government funding. The objective

of the current CEP is to inform the Yemeni people about the benefits of consuming hygienically slaughtered meat and the positive impact of rendering plant products on animal health. The mission designed a comprehensive media plan incorporating television spots, commercials and a documentary, radio spots, audio cassettes, posters, stickers and leaflets to communicate the messages. This media plan was specially designed for the target groups and for both sexes in an Islamic society. A mission in mid-1989 recommended minor adaptations to the planned finalization of activities.

Solomon Islands - Technical Assistance to Human Resources Development Project

1987-date Under financing from the European Development Fund, SORCA-BMB is providing the services of a Project Coordinator to assist the Government of the Solomon Islands in setting up and implementing the above project. His main tasks are to:

- help define action programmes, identify local staff and encourage appropriate training and development support to the project
- liaise with all parties involved to ensure that project aims are met
- advise on the project's manpower development aspects and assist the Government in developing its own National Manpower Development Policy
- help further define the priorities for training needs in the context of the project and the overall economic and social development of the Islands.

Malawi Promotion of Women in Rural Areas at the Rural Growth Centres

1987-1989 MEC-BMB provided training and technical support to the GTZ-financed project to assist rural women to start up commercial and labour-saving activities and to build up their self-help potential. The consultancy input focused on the start-up and further development of small enterprises (groundnut oil extraction, soap production) and included the selection of equipment, institutional development and the elaboration of tailor-made training for women in technical and business aspects. "Business packages" were developed to allow for easy duplication of successful enterprises, incorporating predefined equipment, technical and process training, and training in the use of basic recording and accounting systems. The transfer of knowledge to local counterparts was an important aspect of the project and to this end MEC-BMB also developed a training of trainers course and comprehensive workbooks/reference manuals.

- Kenya Media Assistance for Zerograzing Project and Cockerel Exchange Programme
- 1986 At the request of the Netherlands Government, a BMB expert carried out a short assignment to supply the above-mentioned projects with the necessary training and information materials. During the assignment some 350 black and white photographs and 150 colour slides were produced. The BMB expert also produced draft texts for nine manuals and designed posters, stickers and leaflets.
- YAR Consumer Information Programme Part I
- 1985 Under financing from the Netherlands Government, BMB is managing a slaughterhouse project in YAR. A training survey revealed that a consumer information programme was needed to inform the local population about the advantages of stamped meat. It was decided to set up the recommended programme within the framework of the slaughterhouse project. To obtain the necessary information on the content, the medium to be used and the target groups an orientation mission was fielded. This resulted in the production of a documentary film of approximately 15 minutes and four spots of four minutes each. Post production was carried out in corporation with two Yemeni counterparts. Both films and spots have been broadcast on Yemeni television.
- Indonesia Establishment of a Vocational Educational Development Centre
- 1984-1988 The purpose of this project was to establish a Vocational Educational Development Centre in Jogjakarta to train sixty teachers each year in arts and crafts (subjects such as graphic art and ceramics). The ultimate aim was to improve the quality of output of local craftsmen supplying both the indigenous and local markets. The BMB team consisted of a total of six consultants, whose services were spread over the four-year duration of the project. In addition to the fundamental task of training local VEDC staff to carry on the work of the Centre, the consultants advised on the organization of the Centre itself and in particular on the specialist practical facilities. They wrote training programmes for the three-year VEDC teachers' course, and for the pupils of the satellite Craft Schools associated with the Centre.

- Costa Rica Evaluation of the International Education Project:
"Development of Agro-Based Industries"
- 1983 The project is a joint Costa Rican/Dutch education project emphasizing the development of agro-based industries. The project is aimed at Latin American institutions which provide technical assistance to agro-industries run by small farmers and farmers' cooperatives. Together with an expert from the Research Institute for Management Science (RVB) in Delft, a BMB expert carried out a mid-term evaluation of the project.
- Kenya Textile Training Institute
- 1978-1987 The Ministry of Labour in Kenya requested BMB to provide comprehensive training for its national textile industry in a new Textile Training Institute. The project received long-term technical and financial assistance from the Netherlands Government. BMB were assigned to manage the Institute, to survey the training needs of the textile industry in Kenya, to plan the organization of the institute, to develop course planning and curricula and to prepare local staff for the management of the institute and the conduct of its training courses. Courses were developed at technician, supervisory and skill upgrading levels for spinning, weaving, finishing, and at supervisory and skill upgrading levels for garments. Support services developed included engineering maintenance, a laboratory and a visual aids production department.
- West Africa West African Agricultural Management Development Survey
- 1978-1979 BMB were retained by the World Bank together with The Coverdale Organisation of the United Kingdom and in collaboration with SORCA-BMB, to carry out an in-depth survey of the training needs for agricultural and rural development project management staff in five representative countries in West Africa. As a result of the survey, recommendations were made for the improvement of and investment in facilities for the training of local managers. The follow-up to the study and implementation of its recommendations is expected to make a major impact on the rate of rural development in West Africa.
- Tanzania Establishment of the National Sugar Institute
- 1975-1984 Design and start-up of a National Training Institute for the Sugar Development Corporation. Implementation of vocational and technical training programmes for factory

operating personnel and field and maintenance skilled and semi-skilled workers. BMB assignment financed by the Netherlands Government.

B.5.3 General Experience in Kenya, in Addition to Previous References

Kenya Management Support to Kyu Garments Ltd.

1987-1989 Under financing from the Netherlands Government, a BMB consultant provided interim general management services to this garment manufacturing operation. The main focus of his activities was on:

- supervision and, where necessary, reorganization of production, including introduction of both production and quality control systems
- review of the company organization and of division of responsibilities and tasks
- establishment of internal training function (training of counterpart, quality controller, supervisors and training instructors in i.a. preventive maintenance, safety, cost awareness and standard time assessment).

Kenya Pre-Feasibility Study of Spinning Mill in Busia

1983 In the process of decentralizing development planning, the Kenya Government was anxious to expand employment opportunities in the more remote areas. With Netherlands Government financing, BMB investigated the feasibility of erecting a small spinning mill in Busia district, located in the far west of the country. The study showed that a mill alone would not be financially viable, but that a mill plus ginnery should produce an acceptable IRR. A further study was recommended, for which terms of reference were written to include other than financial considerations, such as administration, farmer participation and the role of farmers' cooperatives.

Kenya Seed Potato Storage

1982 A BMB expert participated in an appraisal mission on behalf of the Netherlands Government to advise on the financial feasibility of a potato storage complex (both cold storage and forced ventilation). Analyses comprised the growing costs of seeds, costs of grading, storage, transport, handling and opportunity costs, due to non-availability of seed potatoes.

Kenya

Financial Evaluation of Kibirigwi Irrigation Scheme

1981

A BMB expert was assigned to assist in the financial evaluation of this irrigation project with a view to determining whether the project activities had become self-supporting. As a result a new strategy was formulated by the mission, comprising three phases of further development: extension of irrigated acreage, increasing of yields by improved crop husbandry, and organization of a cultivation pattern aimed at high sales prices.

Kenya

Maize Milling Project

1978

At the request of the Netherlands Government, BMB executed an appraisal of a planned Dry Maize Mill in the Kakamega district. To that end, an analysis was made of supply sources, purchase and sales prices, start-up and operating costs, debt services, etc. The resulting feasibility study cum sensitivity analysis was presented to the client as well as to several entities in Kenya.

Kenya

Selection of Commercial Type of Aircraft

1969

Consultancy services to East African Airways and Air Transport Engineering, Kenya, for the selection of a type of commercial airplane. Study of characteristics and profitability of six competing aircraft; presentation of conclusions and recommendations. SORCA-BMB assignment.

B.6 NUMBER OF STAFF AVAILABLE AND TO BE ASSIGNED

A breakdown of the staff of BMB, by expertise, and the number of consultants currently assigned to projects is provided below.

<u>Expertise</u>	<u>Total Available</u>	<u>Assigned</u>
Institution Development Specialists	6	4
Development Banking and Credit Specialists	8	6
Financial Analysts	7	6
Financial Administration Specialists	8	5
Data Specialists	5	3
Agro-Economists	4	3
Agro-Industry Specialists	2	1
Agricultural/Rural Development Specialists	7	5
Livestock Production Specialists	2	2
Agricultural Engineers	3	2
Civil Engineers	2	2
Management Organization Specialists	8	5
Marketing Specialists	6	4
Education/Training Specialists	7	6
Small-Scale Business Development Specialists	4	2
Transport Specialists	2	1
Women in Development Specialists	<u>3</u>	<u>3</u>
	84	60

Staff to be Assigned to the PMU

Mr Johannes W.M. Lubbers is to be assigned by BMB for the long-term assignment as Finance Administration Officer for the PMU of the ASAL Kenya Livestock Development Programme.

The short-term specialists put forward as examples of the type of relevant expertise that can be made available are:

Animal Production Expert	V.J. Clarke
Livestock Management Expert	M.B. Jacob
Livestock Economist and Marketing Expert	I.R. McDonald
Remote Sensing Expert	J.C. Taylor
Land Use and Water Resources Expert	P.T. Schure

Dr L.J. Poyck, BMB's Director East Africa, will provide backstopping and support to the team in the field.

The full experience records of the BMB staff to be assigned to the PMU are presented in Annex D.4.

ANNEX C

ORGANIZATION, IMPLEMENTATION METHOD, WORK PROGRAMME
AND REPORTING

C.1. ASSOCIATION ARRANGEMENT

In view of the requirement that "only those proposals that link European and Kenya Consultants will be considered by the tender committee", Mutiso Consultants Ltd is joining forces with the Dutch company BMB, Management Consulting for Development B.V. for the implementation of this assignment. The two companies have a long-term association agreement and are not coming together on a one-off basis for the purposes of this tender.

The main contractor will be Mutiso Consultants Ltd, who will bear the ultimate responsibility for the proper execution of the assignment.

Mutiso Consultants Ltd, acting as the leading partner, will hold contract negotiations with the Client, sign the contract and liaise with the Client as necessary during the execution of the assignment. Mutiso Consultants Ltd will, however, during the preparation as well as the execution of the assignment, closely confer with BMB in all matters which may affect the assignment.

The Regional Planning Officer, the Livestock Officer and the Pilot will be provided by Mutiso Consultants Ltd. BMB will supply the Finance Administration Officer.

The contents of this proposal have been mutually agreed between Mutiso Consultants Ltd and BMB.

C.2 COMMENTS ON THE TERMS OF REFERENCE

C.2.1 Coordination of Different Management Staff

The objective of the ASAL Kenya Livestock Development Programme is "to develop a sustainable improvement in the production and marketing of livestock from the arid and semi-arid lands (ASAL) of Kenya".

The implementation of the programme is the responsibility of the Ministry of Livestock Development (MOLD). To direct the implementation on a day-to-day basis the MOLD will establish a Programme Management Unit (PMU) based in Isiolo, which will plan, implement and monitor the proposed activities according to the Terms of Reference (Annex A).

The staff already secured for the Programme Management Unit are a senior MOLD Programme Manager/Coordinator, a Technical Operations Coordinator and an Animal Production and Marketing Coordinator, the latter two directly recruited by the EEC. The Consultants are to provide the Finance Administration Officer, Regional Planning Officer, Livestock Officer (Range-lands Improvement) and a Pilot to complete the staffing of the PMU.

The staffing structure makes considerable demands on the internal coordination and communication of the PMU. Given that the Government of Kenya- and EEC-derived staff are already installed before the contract has been awarded to the Consultants, it is important that there should be extensive discussions and agreement on the work modalities to establish team spirit and cooperation from the moment the Consultants' experts arrive at their posts.

Mutiso Consultants Ltd and BMB firmly believe that in projects of this nature it is important to work with and not for the Client. It is clearly understood that the MOLD appointed head of the PMU, the Programme Manager/Coordinator, holds full management power and responsibility. Given that he is already at his post and has the requisite experience, the Consultants anticipate that his support and guidance will enable the staff provided to work effectively as a team for the MOLD.

C.2.2 Programme Management Structure

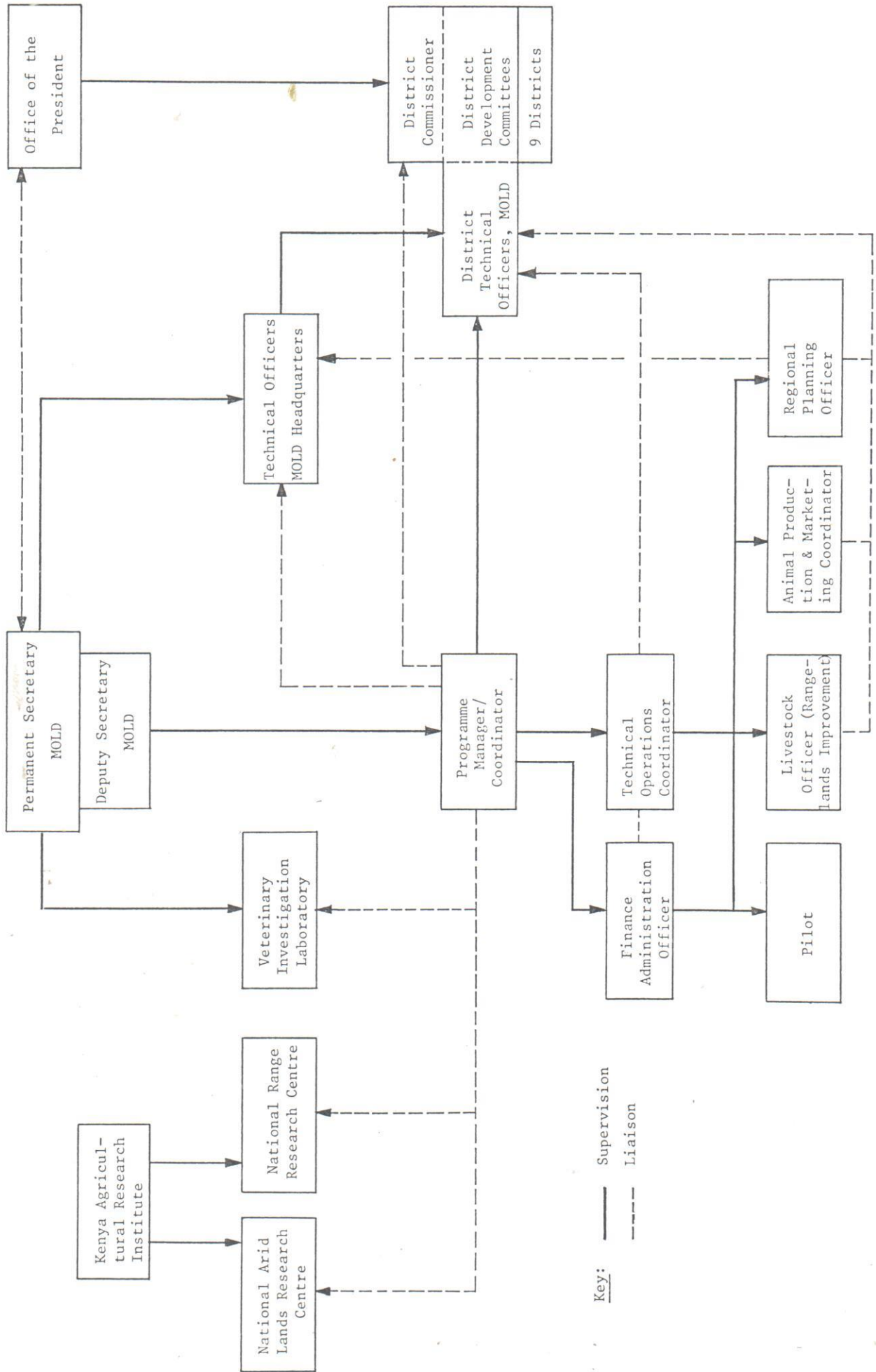
The Terms of Reference for the individual experts are clear. Additionally, the Consultants present their understanding of the management structure in the form of an organogram, reproduced overleaf.

The lines of supervision by the Ministry are clear, with the Programme Manager/Coordinator taking responsibility for directing the work of the experts.

From the individual job descriptions it is clear that the Technical Operations Coordinator, who reports to the Programme Manager/Coordinator, is responsible for supervising the three technical experts. The Finance Administration Officer is responsible for non-technical matters, including the supervision of the Pilot.

In the Consultants' view, and as shown in the organogram, the Finance Administration Officer, the Livestock Officer, the Regional Planning Officer and the Animal Production and Marketing Coordinator will all have to liaise extensively with the District Development Committees (DDCs) and the MOLD District staff, even though in the individual job descriptions the only clear specification on liaison is for the Regional Planning Officer.

Organizational Structure of the Project Management Unit (PMU)
in the Government of Kenya Context



Key: — Supervision
 - - - Liaison

If the institutional development of and support to both the MOLD District staff and the DDCs needed to achieve long-term programme sustainability is to be effectively carried out, coordinated liaison efforts will have to be undertaken by all members of the PMU under delegated authority of the Programme Manager/Coordinator.

Although the general Terms of Reference mention programme monitoring and evaluation, there is no specific mention or elaboration of this in the job descriptions. It is the Consultants' view that a strong programme monitoring and evaluation system is an essential tool for identifying constraints and opportunities, thus enabling corrective and timely measures to be taken in the implementation of a complex programme. A conscious decision must therefore be made by the Client as to whether a special unit should be created to collect and handle programme monitoring and evaluation data. The Government of Kenya has recently developed a standardized project monitoring and evaluation system which the Consultants understand will be introduced into all projects in the near future. It is strongly recommended that this system be adopted by the programme and further elaborated to meet the specific PMU needs.

The normal professional practice is to allow such monitoring and evaluation units to function as independently as possible. They can be located within the implementing agency, in this case the PMU, or outside it. Whichever situation the Client prefers, a specific expert must be made responsible for the design of a monitoring and evaluation framework and the collection and analysis of the data.

If such data are not systematically collected from the outset, the PMU will lack the management tools to assess the impact of the activities generated. Furthermore, there will be delays

before annual programme data for the districts can be analysed and utilised in both budgeting and planning activities at MOLD and DDC levels. Finally, such data are needed to show which activities bring the highest return, particularly with respect to social and environmental sustainability, cost effectiveness and cost sharing.

The logical expert to be placed in charge of such a unit, if created within the PMU, would be the Regional Planning Officer. If this approach is taken, it would be preferable for him to report directly to the Programme Manager/Coordinator, thereby shortening the chain of command and increasing the probability of corrective management measures being taken expeditiously. This expanded scope for the Regional Planning Officer has not been shown in the organogram as it involves a major decision on the part of the Client.

C.3 GENERAL APPROACH AND METHODOLOGY

C.3.1 Introduction

Given the fact that two components of the complete PMU (Government of Kenya personnel and EEC personnel) are already in place, it is not feasible for the Consultants to produce an elaborate blueprint workplan.

The approach of the Consultants would be that, following the award of the contract, the complete PMU should hold extensive discussions on the workplan and adopt or modify whatever has already been elaborated by the team on the ground. This can be most efficiently achieved by holding a two-day meeting in Isiolo at which the complete staff of the PMU are present as well as the technical officers from the various districts, representing their DDCs. A meeting of this kind would be an excellent way of generating the team spirit essential for the success of the programme.

After agreement on general workplan approaches, including indicative budgeting, specific proposals from the districts should be discussed in those districts with the Executive Committees of the DDCs. The DDCs will prioritize their district activities as is required by law.

The Consultants feel that the following issues should be considered as significant elements in the elaboration of a detailed workplan once the full PMU is staffed.

C.3.2 District Focus and Community Mobilization

Since its establishment in 1983, the District Focus for Rural Development Strategy is the Government of Kenya's premier strategy for the development of the rural areas. Its objectives are that all programme activities be initiated and implemented through the DDCs. This is recognized by the Terms of Reference which state that all programme activities are to be sanctioned by the DDCs.

The Consultants have the advantage that they participated in the creation of the District Focus for Rural Development Strategy. Subsequently they have been involved in the identification, formulation, planning, monitoring and evaluation of many projects for the Government of Kenya, bilateral and multilateral donors, and many non-governmental organizations (NGOs). They have also assisted DDCs directly. The project directors from both companies have considerable practical and consulting experience on the District Focus Strategy. They will ensure, during the backstopping activities, that the principles of this strategy are adhered to.

The experts to be assigned to the programme are equally familiar with the operations of DDCs. They are aware that activities have to be generated at the sub-locational, locational and divisional levels of the DDC structure for consideration by the Executive Committee of the DDC before approval by the full DDC. Inputs by the experts to the District Executive Committee in particular, and the DDC in general, will be channelled through the District Livestock Committee, the subcommittee of the DDC primarily responsible for livestock programmes. The District Livestock Officer is a key figure in the leadership of this subcommittee.

For the DDC project activity identification process to work efficiently, community participation is essential. Mobilizing communities in pastoral areas to participate in activity identification undertaken by the DDCs has remained a problem. This is an issue which must be addressed by the programme. The Consultants consider the issue so central that in identifying suitable experts for the specialized back-up services they have paid considerable attention to the experience of candidates in this area.

C.3.3 Coordination and Institution Building

The project area is not a clean slate as far as production and rehabilitation techniques are concerned. The MOLD has been active in this area for many years and a wealth of knowledge is therefore available. This must be tapped by retrieving relevant experience from the field officers.

Many donors have funded activities in the project area. Among these are the major donors USAID, ODA, DGIS, NORAD, GTZ, the World Bank and the World Food Programme. Other major donors, such as DANIDA, are planning to start (or have already started) activities in parts of the ASAL area. Some NGOs have also worked in the area. Among these are Oxfam, Kenya Freedom from Hunger, Save the Children Fund, ITDG and Saltlick. Other significant NGOs are the various church organizations and churches such as the National Council of Churches of Kenya, the Catholic Dioceses, the CPK Diocese, the Methodist Diocese, the African Inland Church and the Mennonites.

All these various organizations have struggled with the technical issues of enhancing livestock production by means of improvement in breeding, fodder and forage, provision for better animal health and water harvesting for enhanced fodder

production. The relevant activities and contributions of these organizations should be institutionalized, by being coordinated by the various DDCs, so that the programme can tap their knowledge and avoid duplication of efforts. Such institutionalization will enable the programme to start systematic implementation during the first three years, thereby avoiding unnecessary experimentation.

C.3.4 Cost Sharing and Self-Financing Systems

The tasks of the PMU have been described on pages 1 and 2 of the document "Terms of Reference and Job Descriptions for the Programme Management Unit (PMU)", reproduced in Annex A. The major project implementation components are sufficiently summarized in paragraphs 2.1.1 through to and including 2.1.4 of the "Technical and Administrative Provisions for Implementation" which was attached to the Letter of Invitation.

However, it is the opinion of the Consultants that one of the major guiding principles of "the development process" is the strengthening of market forces in the widest sense. This would imply the need for the PMU and DDCs to pay specific attention to the costs (including social costs) and benefits of all activities to ensure their sustainability. It may well be that consideration should be given to the privatization of services and marketing channels. This is an aspect of cost sharing which is not generally highlighted in development theory.

A second, more transparent, aspect of cost sharing is the elaboration of strategies which share the cost of the provision of services between the local community and the Government. An example of this is the maintenance of watering wells by the local communities. It should be clear that as

the pastoral communities become more integrated in the national economy they, like other communities in Kenya, will be expected to increasingly provide community labour and other resources as part of the development effort of their communities.

Efforts to understand how different ASAL communities react to the clearly articulated government demand that there be cost sharing in development should be a concern of the PMU in preparing the workplan.

A further aspect of cost sharing is the need to identify technologies related to livestock production at low recurrent cost which communities can adopt and sustain. Efforts towards this end have been made by earlier projects, e.g. sub-surface dams. Consideration should be given to the introduction of grazing and watering fees for the use of holding grounds and watering points, which could be ploughed back into the communities for use in other development activities.

C.3.5 Livestock Production and Marketing

The primary aim of the programme is "to develop a sustainable improvement in the production and marketing of livestock from the arid and semi-arid lands (ASAL) of Kenya".

The programme follows close on the Government's relaunch of the restructured Kenya Meat Commission (KMC), which historically was not only the main buyer of ASAL livestock, but also a buyer of last resort. When the KMC was inactive, private businessmen established new patterns of marketing ASAL livestock. Not very much is known about the new live animal trading networks. What is clear is that the supporting infrastructure of stock routes, holding grounds and auctions,

used by KMC and traders in the past, has deteriorated. It is clear then that one of the first activities of the programme will be to ensure that the infrastructure is functioning optimally and that it is used by both the KMC and any new private business networks.

In the long term, the objectives of the proposed programme are the integration of the pastoralists in the ASAL areas into the national economy, the improvement of their incomes and the generation of better employment opportunities. Therefore improvements in both production and marketing must be inter-related in the design of programme activities if higher incomes are to be achieved. This suggests identifying suitable livestock product processing activities to be introduced in the programme area so as to generate economic activities over and above livestock keeping.

The major national channels for funnelling livestock from the northern ASALs to the consumption areas are through Kapenguria, Marigat, Isiolo, Mwingi, Garissa and Garsen. Although the historic marketing structure is evolving, it is still dependent on moving live animals to be slaughtered in the fattening and consuming areas.

To improve incomes in the ASAL areas, consideration should be given to the slaughter of livestock and processing of by-products actually in the ASALs, preferably using the channels established for marketing live animals. Such ASAL-based industry will generate forward and backward linkages which will transform the local economy. Clearly then, one of the tasks for the PMU is to plan the uses of stock routes and holding grounds in innovative and cost-effective ways other than just providing fodder, water, disease control, security and marketing channels for live animals moving into the fattening and consumption areas. Along these lines, planning

development activities located in the ASALs, for example the construction of slaughterhouses, and/or chilling stations, motorized meat transport businesses to supply national consumption areas, leather processing, bone meal production, tallow production, etc. should be a major objective of the programme. The ownership of these desired development facilities can range from County Councils, cooperatives and para-cooperatives to individual businessmen in the ASALs. How the various owners are supported by the programme and which particular resources are needed by different types of activities should be part and parcel of PMU programming.

C.3.6 Training

Training, in the wider sense of community mobilization, para-professional training and district-based upgrading of technical skills, should naturally be a central programme activity in which all the experts are involved under the coordination of the Animal Production and Marketing Specialist, as specified in his job description.

In keeping with the most recent approaches in the development of pastoral peoples, the primary training will be for para-professionals who are community technicians in their respective trades. This approach has the advantage that those who receive training are directly involved in the main production activities of their communities. They can extend their newly acquired knowledge and techniques to their communities within the context of the various socio-cultural systems, through both traditional and modern channels, with relatively little disturbance. It follows, then, that in the process of selecting the trainees the programme must ensure that individuals who are likely to leave the communities are not selected to take advantage of this critical training.

On a second level, the training of community leaders in community activities will also be important. Experience of other ASAL projects in Kenya has shown that the training of DDC members, particularly at the sub-locational, locational and divisional level, and members of other community organizations, e.g. herding groups, harambee groups or even some clan groups, yields very high return in terms of both livestock production and related economic activities.

The training of these community leaders should firstly emphasize analysis of community resources and needs and secondly cover the introduction of proven technologies. It must be borne in mind that the training aim is to use community organization as a development resource, an idea related to cost sharing.

A third level of training is the improvement of skills of the supervising technical staff within the programme, the MOLD and other agencies involved in livestock sector development in the programme area. Traditional professional training is often not sympathetic to the needs of pastoral communities. It rarely seeks to use pastoralists' traditional knowledge and institutions, let alone their historically proven technologies. Such formal training is not imaginative in the context of the harsh ASAL physical environment which historically taught pastoral society to cope with disasters.

Yet it is clear that the pressures created by an exploding population and the dominant national economy are marginalizing some of the traditional survival mechanisms. The technical development staff will need to display creativity and sensitivity in relation to social institutions and production systems in adapting traditional mechanisms to current realities. This third and last level of training is probably the most difficult to realize. The programme will need to review past experiences carefully before offering long-term solutions.

C.4 REPORTING

It is understood that the PMU is required to produce a comprehensive report on the implementation of the programme every six months.

During the execution of the contract Mutiso Consultants Ltd will be responsible for all reporting to the Client, other than the reporting responsibilities of both the Programme Manager/Coordinator and the Technical Operations Coordinator.

C.5 LIMITS OF SERVICES TO BE PROVIDED

This proposal is based on the understanding that the Client will provide and/or make available to the Consultants:

- free furnished accommodation for the contractor's staff;
- transport for project assignments;
- payment of daily subsistence allowance for days spent away from the duty station on official business;
- office space;
- necessary support for obtaining visas and permits, where applicable, required by the staff to enable them to work in Kenya.