



SCOPE OF WORK AND APPLICATION GUIDELINES

Leather Expert

Kenya's Ministry of Industrialization and Enterprise Development

Dated: Tuesday, 28th July 2015

Deadline for submission of applications: by Friday, 14th August 2015, 11.59AM East African Time

1). Background

The **East Africa Trade and Investment Hub (the Hub)** is the U.S. Government's flagship project under the presidential *Trade Africa* initiative, launched in 2013 to boost trade and investment with and within Africa. The Hub's strategy is geared towards attracting and facilitating new investments and technology to promote trade within the East African Countries and other global markets especially the U.S under the African Growth and Opportunity Act (AGOA). This will lead to the creation of new jobs and increase the region's competitiveness.

The Ministry of Industrialization and Enterprise Development (The Ministry) aims to facilitate the development of a robust, globally competitive and diversified industrial enterprise in Kenya. The Government of Kenya through the Ministry has embarked on a strategy to revive the Leather sector with a view to increasing value addition processes for leather and attracting new manufacturing potential into the sector. In this regard, the Ministry is working to promote the country as a key sourcing and manufacturing destination as well as increase the processing of raw hide locally to add more value and increase the value of leather exports as finished products.

Before 1990, Kenya's leather industry thrived, however regulatory changes led to a surge in cheap imports into the country and as a result half the tanneries went out of business and thousands of jobs were lost. The leather industry in Kenya has continued to transform itself into one of the key sectors, with a high potential to contribute towards achieving Kenya's economic growth, through an expansion of the export market for both semi-processed, finished leather and leather goods. In addition, it has been identified as a flag ship sector in the current National policy under the Kenya Vision 2030.

The Kenya Leather Development Council (KLDC) is a parastatal under the Ministry and its mandate is to work with both the government and private sector in the transformation of the leather sector into a globally competitive industry. The Council's mission is to improve the attractiveness of the leather sector by increasing its capacity for value addition through the creation of tanneries, special processing zones for leather and working with the private sector to identify constraints to investment.



The council comprises of both members of the private sector and a government appointed advisory council.

The functions of KLDC include:

1. Provide advisory services to the Ministry on matters relating to the processing and trade in hides, skins, leather and leather goods for planning purposes.
2. Promote, direct, coordinate and harmonize all activities in the leather sub-sector.
3. Guide the implementation of the Board's policies and strategies.
4. Oversee licensing in the leather subsector.
5. Collect, store, analyze and disseminate data in the leather sub-sector.
6. Enhance internal and external marketing strategies.

The Ministry has requested for the Hub's support to revitalize the Kenyan Leather Sector by bringing on board a **Leather Expert for a 12 months period to provide technical and institutional support to both the Ministry and the Kenya Leather Development Council (KLDC).**

2). Objectives:

The role of the leather expert will be to:

1. Review and analyze the key factors affecting the Kenyan Leather sector value chain such as the:
 - a. Inadequacy of quality inputs and challenges affecting the leather sector value chain.
 - b. Current trends in the global leather and leather processing industry to identify where demand for leather is growing as well as shrinking and how Kenya can fill the gaps.
 - c. Assess the environmental and compliance standards that exist for the leather processing sector and provide best practices on effluent management.
2. Based on the assessment above, review the Ministry's strategic plan and suggest improvements.
3. Support KLDC and the Ministry by providing input and oversight into the planning and development of the proposed Leather City investment zone.
4. Work with the Textile expert at the Ministry to increase the attractiveness of the industry to local, regional and international investors.
5. Work with the existing regional leather association i.e. Eastern and Southern Africa Leather Industries Association (ESALIA) to support the growth of the regional sector and increase the sector's attractiveness for international and local investors.

3). Tasks:

The Leather expert will be expected to perform the following duties;

1. Work closely with relevant Government Ministries and Agencies to identify and address various issues affecting the sector such as the lack of sufficient and quality raw materials which is driving input costs high.
2. Provide leadership and support to the review and implementation of the strategic plan developed by the Ministry of Industrialization and Enterprise Development.
3. Provide technical support in the planning and development of the proposed Leather City investment zone.
4. Gather information on best practices across East Africa and assist the Ministry develop policies that benchmark the Kenyan Leather Sector with other successful countries in the region and beyond.
5. Create linkages with other relevant government bodies such as the Ministry Industrialization and Enterprise Development (in particular the Capacity Building, Entrepreneurship Development and Textile desks), Ministry of Agriculture, Livestock and Fisheries, Ministry of Environment, Water and Natural Resources.
6. Support in the development of linkages with private sector partners in the region e.g. producers, traders and associations that will act as investment catalysts within the leather sector.
7. Maintain an up to date database of potential investors into the Kenyan Leather sector and follow up regularly for investment opportunities. This database will be shared with the Ministry and EATIH.
8. Provide advisory services to businesses in the leather sector to become investment ready, through business model and product advice, investor linkages and deal facilitation.
9. Undertake ground work in support of small and medium sized enterprises in the Leather sector to meet export requirements under AGOA or access gap financing to support their growth and expansion.
10. Establish an appropriate mechanism that can be used to ensure proper and efficient effluent management.
11. Attend regional trade and investment events and represent EATIH, the Ministry of Industrialization and Enterprise Development and The Kenya Leather Development Council where required.
12. Work closely with organizations that have a great involvement in the leather value chain e.g. IGAD, AU ó IBAR.

4). Deliverables:

The Leather Expert shall be expected to:

- Support the Ministry in attracting at least USD 10m new investments in the leather sector e.g. in the proposed Leather city investment zone.

- Identify at least 5 new potential investors in the sector (both local and international), in conjunction with the Textile development Unit housed in the Ministry
- Perform a review of the Leather sector value chain.
- Review existing investment constraints across the leather value chain in the EAC that have hindered investment within the last 5 years.
- Support the Ministry in the creation of at least 500 jobs through upgrading the leather sector's value chain and upgrade existing tanneries to improve value addition processes.
- Support KLDC's technical capacity to support the achievement of their mandate of increasing investment in the sector.
- Increase and disseminate technical knowledge on environmental impact and effluent management for tanneries in the region.
- Establish a mechanism of better engagement with the private sector along the leather value chain.
- Support the establishment of Public Private Partnerships to help drive investment in the leather sector.
- Support and promote increased exports of leather and leather goods into the US through AGOA and identify business associations in the region that will support this objective.
- Identify key drivers of growth and identify best practices in the region (eg Ethiopia) that could be applied in-country.

5). Reporting:

The Leather Expert shall report to Cabinet Secretary ó Ministry of Industrialization and Enterprise Development, the Principal Secretary in the Ministry and the Hub's Director of Investment & ICT.

Base of Operation: Nairobi, Kenya

Period of Performance: 12 Months

6). Eligibility:

1. A post graduate degree in economics, business or any related social science field.
2. At least 10 years in a senior management role within the private sector and or government institution and at least 8 years relevant industry experience.
3. Experience in directing, coordinating and/or providing leadership on policy issues in the Leather Sector regionally or internationally.
4. Highly networked individual in the local and international leather sector at both private sector and government level
5. Extensive and demonstrable technical & practical industrial leather processing experience e.g. value chain development, quality assurance, market development, research and development.
6. Demonstrated experience in the ability to attract investment to the leather sector internationally and in sub-saharan Africa.
7. Good knowledge of state of the art and emerging technical developments of the Leather Sector's In-House operations, Process Control, Process Auditing, Cost Controlling, Tannery Management & Development.



8. Understanding of global standards and the dynamics of environmental compliance in the leather industry.
9. Demonstrated understanding of the Kenyan public and private sector.
10. Proven record of successful implementation of partnerships, key account management, cost effective business processes and innovations projects in previous assignments.
11. Demonstrated understanding of the trade and investment environment in Kenya.
12. Methodical research skills with analytical capabilities in collecting, distilling and interpreting data.
13. An innovative and pragmatic problem solver with demonstrable skills for prioritization and organization of tasks.
14. Demonstrated leadership skills, ability to work in a team and sell new ideas and innovations.
15. Excellent English report writing and communication skills.

7). How to apply:

Interested candidates should send their proposal to procurementTIH@eatradehub.org by **Friday, 14th August 2015, 11.59AM** East African Time. The proposal submitted should have:

- i. Curriculum Vitae (not more than 5 pages) which should include Three (3) referees. *(Note: references listed should be from supervisors or other individuals who reviewed prior consultancy work completed).*
- ii. A copy of the highest awarded education certificate
- iii. Proposed technical approach to revitalization of the Kenya leather sector having factored in the above purpose of the expert (not more than 15 pages)
- iv. At most one page summary budget which should contain the proposed professional fees and operational costs for undertaking this assignment. *Note: the budget should only contain professional fees for the consultant (preferably stating rate per day and total fees) plus any consultant’s accommodation or/and travel as may be applicable.*
- v. Not more than 2 pages schedule summarizing past relevant work experience stating assignment title, dates of the assignment, brief description of the assignment, client name, value of work done and point of contact.
- vi. At least one sample assessment or a deliverable that is similar to this assignment.

8). Evaluation criteria:

DAI will evaluate each application response based on the following criteria:

	Evaluation area	Percentage
1	Education background and relevant experience as per points Ref.Nos. 1, 2 and 3 under Eligibility criteria section above	25%
2	Demonstrated understanding and experience on leather sector both locally and internationally including experience in leather processing and value chain and attracting investment to the leather sector internationally and Sub-saharan Africa	40%
3	Demonstrated understanding of Kenya public and private sector including trade and investment environment in the country	20%
4	Proven record of implementation of closely similar assignments	15%
	Total	100%

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