SCOPE OF WORK - LEAD CONSULTANT - KENYA NATIONAL AGOA STRATEGY & ACTION PLAN DEVELOPMENT

Position: Lead Consultant

Period of Performance: January – June 2017

Anticipated LOE: 105 days

Work Location: Consultant Home country & Nairobi, Kenya (with domestic travel)

BACKGROUND:

The African Growth and Opportunity Act (AGOA) provides beneficiary countries in sub-Saharan Africa (SSA) with the most liberal access to the U.S. market available to any country or region with which the U.S. does not have a free trade agreement. On June 29, 2015, President Obama demonstrated the U.S. commitment to AGOA by signing the extension/renewal of AGOA from 2015 to 2025. The East Africa Trade and Investment Hub (the Hub) is helping to support greater AGOA utilization by helping beneficiary governments and key stakeholders to develop or update national AGOA strategies.

In June 2016, the Government of the Republic of Kenya requested assistance from the Hub to review its national AGOA strategy and develop an AGOA export expansion action plan. The purpose of the review and Action Plan development is to help the country maximize its opportunities presented by the 10 year extension of AGOA.

THE OBJECTIVE

The objective of this assignment is to undertake a detailed, highly contextualized review of the current Kenya AGOA national strategy and conduct sector analyses to identify products that can enable Kenya to increase, expand and diversify its export to the U.S. under AGOA. This document will constitute the road map for the Government of Kenya to maximize the utilization of the benefits provided by the U.S Government through AGOA.

THE SCOPE

1. Thematic Scope – Product-level analysis, highlighting key success factors from lessons learned

The assignment should cover a review of the current strategy and all aspects of the analysis necessary to improve Kenyan U.S.A export competitiveness. While taking into account the potential of economic sectors as a whole (e.g. textiles, horticulture etc.), the focus of the analysis should be on the products
that have the highest potential to help Kenya maximize its utilization of AGOA benefits. The main focus of the report must consist of a selection of products with the greatest market potential in the U.S. When considering the viability of food products for the AGOA market, attention should be given to any food safety requirements, SPS standards and related certifications that are needed to enter the U.S. market. The action plan should highlight the steps necessary for current and potential manufacturers of these products to meet the relevant rules of origin, as well as any other market-entry requirements.

In addition, a review of lessons-learned from other countries that have successfully taken advantage of AGOA should be considered. In particular, the focus should be in highlighting those which have established effective relationships between foreign investors (FDI), local investors (i.e. B2B relationships) and the US market/buyers. The final AGOA Strategy and Action Plan should incorporate some of these key success factors.

2. Geographic Focus

The analysis and subsequent action plan should be at the national level. Where necessary, field-trips may be undertaken to get a greater understanding of the issues/constraints, as well as opportunities, at the sector, product and individual firm-level.

3. Ministerial Engagement

The Ministry of Trade, Industry and Cooperatives (MTIC) is the government stakeholder responsible for trade and industry and for operationalizing international trade agreements. It is also the lead ministry for export-related initiatives, although close collaboration is undertaken with other government institutions.

In addition to MTIC, key government stakeholders include: the Ministry of Agriculture and Fisheries, the Kenya Plant Inspection Services, Kenya Bureau of Standard; the Kenya Export Promotion Council (EPC) and the Ministry of Foreign Affairs. The Kenya AGOA National Working Group, chaired by MTIC, has held initial meetings to discuss key private sector challenges such as transport and logistics, the cost of energy, and requirements related to standards and certification. Additional coordination will be needed for future engagement, as this working group will play an important role in facilitating the strategy development process.

THE RECIPIENT
The Recipient of the activity will be the Ministry of Trade Industry and Cooperatives (MTIC) of the Government of the Republic of Kenya. Therefore it is expected that the Lead Consultant and Sector Specialists will operate from within the MITC and adhere to the organizational norms of the Ministry.

THE REQUIREMENTS

The Lead Consultant will be responsible for the overall assignment and the final product. As such he/she will manage the team of short-term consultants, consolidate the data, conduct the analysis and be the main writer. The Lead Consultant will therefore be responsible for the structure, the content and the quality of the strategy and action plan.

DESIRED EDUCATION AND EXPERIENCE:

- An advanced degree in economics, international trade, development, social Sciences, engineering or filed relevant to strategy development
- Ten years of experience in international development, with prior experience in competitiveness analysis, export strategy development, trade promotion and AGOA.
- Previous experience in strategic planning and organizational development
- Sound analytical and technical competence, with demonstrated skills in quantitative and qualitative analysis. Previous sector-level experience in textiles and garments, specialty foods, and handicrafts a plus.
- Good knowledge of international trade in the developing country context, preferably within the East Africa Community (EAC) and/or East and Southern Africa
- Good knowledge of Kenyan key AGOA stakeholders, economic and political environment
- Proven ability to work with cross-cultural teams and complete a multi-stakeholder deliverable that including government and private sector perspectives.
- Strong organizational, analytical and communications (written and oral presentation) skills
- Excellent writing skills
**TASKS**

The lead consultant in coordination with the Hub and a team of sector specialists will undertake the following activities:

1. **Preparation and trip planning**
   The Consultant will work with the Ministry nominated contact person and the Hub Trade Promotion team to gather all contextual data, conduct desk research, identify key stakeholders, arrange meetings, and set the field visit schedule for stakeholders’ engagement. Activities may include the following:
   - Thorough review of the current AGOA strategy
   - Basic document review on Kenya’s long-term development goals (Vision 2030), GDP growth targets and key industries that drives the economy.
   - Review of annual economic survey and sector value chain reports to determine key exports products/sectors and the country’s international trade performance for further analysis during engagement visits
   - Map out existing studies and on-going bilateral export development projects for follow-up during stakeholder engagement visits
   - Research trade statistics and database analysis to identify gaps for follow-up during field engagement visits
   - Map out key stakeholders that will drive the AGOA Strategy and Action Plan development and implementation process
   - Work with the Ministry point of contact person to draft work plan, finalize stakeholders engagement and field visit schedule, and deliverables timeline
   - The work plan must be approved by the Chief of Party before the consultant can proceed with the work

2. **Identification of high potential/high impact sectors**
   Based on the initial analysis conduct stakeholders engagement to gather data and conduct field research to identify high potential/high impact sectors that Kenya can take advantage of to diversify exports to USA. The Consultant will draft and present an inception report and solicit feedback from Kenya stakeholders.
   After the high potential/high impact sectors have been identified, the Consultant with work with the Ministry and the Hub to recruit sector specialists to assist with deeper, in-depth sectoral end market analysis at the product level.

3. **In-depth Sectoral Analysis and Identification of Strategic Issues**
   The Consultant will work with the relevant Ministries senior technical staff to take a deeper dive analysis at the product-level with the support of the sector
specialist identified above. The outcome analysis should be a selection of products (at the H.S. code level) with the greatest potential to expand and diversify Kenyan export to U.S. The analysis should also identify strategic issues that need to unlock Kenya’s potential for identified products. To capture this analysis, the Consultant will prepare a stakeholder engagement report that identifies priority action items disaggregated by stakeholder.

The below table highlights key areas that may be considered when conducting both the in-depth analysis as well as strategic issues. The Consultant will be expected to augment the below based on his/her analysis.

| Market Identification | - Collect trade data and statistical analysis on key export diversification and expansion sectors  
| - Analysis of the home décor and fashion, specialty foods, textiles & apparel, and other sectors that have the greatest potential for export under AGOA  
| - Highlight five products with the greatest potential for export under AGOA  
| - Identify export ready or near export ready firms in selected product areas that the Hub should target for export assistance  
| - Create list of potential U.S. buyers that the Kenya with should target for each of the selected product areas |
| Buyer Requirements and Supply Capacity | - Identify the standards, licensing, certifications and rules of origin requirements covered by AGOA for each of these products;  
| - Engage directly with current exporters and potential exporters to understand their issues, constraints and opportunities in particular, those related to capacity building/export readiness, supply of raw materials and packaging amongst others;  
| - For each product identified, determine the business development services that are required for export readiness including, contracting, production management, logistics management, tax-regime drawback etc.;  
| - Review the country’s Exporter Development Programme to see how it can be extended to include those exporters that are targeting the US market; |
| Transport and Logistics | - Analyze potential transportation/shipping options specific to the products identified in the report |
| **Business climate and enabling environment** |  
| - Review business environment policy, including tax incentives for export, investment facilitation, industrial development strategies for export related growth, etc.  
| - Identify key bottlenecks and policy level issues at the sector-level that may impede entry into the U.S. market  
| - Get input from state department of labor and social protection on key labor and human rights issues  
| - Get input from Kenya Bureau of Standard on standards and certifications  
| - Hold discussions with MITC and other government ministries and bodies and in particular, on the issue of how to establish a governance framework going forward (e.g. AGOA Exporters Forum) |
| **Other Considerations** | - Highlight case studies from countries that have successfully taken advantage of AGOA  
| - Assess the ability of the Kenya Export Development Board to offer concrete advice and support on AGOA (i.e. the effectiveness of the current ‘help-desk’) |

### 4. Draft AGOA Strategy and Action Plan

The Consultant will work with sector specialists and the Ministry officials to complete a draft AGOA Strategy and Action Plan (product-level) that can be validated through a stakeholder workshop which should include the following:

- Description of the methodology used and analysis undertaken which has resulted in the selection of the sectors mentioned in the report;
- Sector competitiveness and market analysis, including identification of potential U.S. buyers for key sectors;
- Product-level analysis of **10-15 potential export markets/products**;
- Ranking potential products based on:
  - U.S. demand potential, including current and forecasted trade volumes
  - Kenya supply capacity and competitiveness
– Speed at which industry sector can be organized to make exports feasible
– Potential for scale
– Impact on national income and job creation

e. Short-term and medium-term action plans detailing incremental next steps and designation of government stakeholder responsible;
f. Product-level action plans detailing incremental next steps and designation of government stakeholder responsible;
g. Implementation budget to accompany these action plans.

The Consultant will finalize and deliver draft report to the Hub and Kenya stakeholders for review. A validation workshop will be held in Kenya to solicit input on the draft report.

5. Final AGOA Strategy and Action Plan

The Consultant will work with the Hub and sector specialist to complete a final report preparation per feedback from validation workshop and the Hub. The Consultant is expected to submit a print ready copy of the report.

6. DELIVERABLES

a) Inception report within 10 days of the start of the assignment that includes but not limited to:

b) Summary of Kenya’s long-term development goals, GDP growth targets and key Industries that drives the economy.

c) AGOA Strategy and Action Plan document outline
d) Strategy development methodology, a detailed work plan, deliverables and milestones schedule

e) Stakeholder engagement report identifying a priority list of strategic actions items for relevant government institutions and agencies.

f) Draft AGOA action plan at the product-level within 18 weeks of the start of the assignment
g) Draft action plan stakeholders validation meeting report

h) Final AGOA action plan within

i) Final payment for the assignment is conditioned on the validation of the AGOA Strategy and Action Plan by Kenya stakeholders and receipt/acceptance of a revised report by the Minister or Principle Secretary

j) In addition, the Consultant will be expected to provide weekly briefings to the Minister of Trade or her representative on the progress of the assignment.
7. REPORTING

The Consultant will report to the Director of Trade Promotion and AGOA for the East Africa Trade and Investment Hub

To apply, send your application to procurementTIH@eatradehub.org. The application should comprise of:

1. Application letter.
2. A summary of similar assignments completed in the past 3 years
3. Curriculum Vitae

Submit the applications by December 23, 2016.

Only shortlisted candidates will be contacted. No email enquiries please.