



EXPRESSION OF INTEREST

CONSULTANCY SERVICES TO SUPPORT RANCHES, FARMS AND FEEDLOTS IN KENYA STRENGTHEN BEEF PRODUCTION SYSTEMS

(RFP/GAKB/STRENGTHENING OF BEEF PRODUCTION SYSTEMS/JULY-2023-001)

1. ABOUT GATSBY AFRICA

Gatsby Africa (GA) is a private foundation set up by Lord David Sainsbury, with a long history of engaging in East Africa across government, business, and society. We are committed to helping build stronger and more inclusive economies in East Africa through the transformation of sectors that have the potential for inclusive, resilient, and competitive growth over the long-term. We have a portfolio of five high-potential sectors: Livestock (beef value chain) in Kenya, as well as Aquaculture, Commercial Forestry, Textiles & Apparel and Water across Kenya, Rwanda, Tanzania, and Uganda. We believe that, if successfully transformed, these sectors are capable of inspiring a step change in the region's growth, generating hundreds of thousands of jobs and additional incomes.

Our approach is founded on global insights, as well as experience from 30+ years of working in East Africa. We have an empowering mandate from David Sainsbury to think long-term, take calculated risks, innovate, reflect, and learn, so that we can continuously adapt and improve our work to achieve our ambitious goals. Central to this mandate is the recognition that GA cannot address sector transformation alone - we partner with governments and sector stakeholders, working together to facilitate the transformation of key sectors. As we build our understanding of what works, we are refining our approach and sharing our first-hand experience with others to help catalyse broader change.

2. CONTEXT

Kenya has a growing unmet domestic demand for beef driven by a growing economy, urbanisation, and an expanding middle class - this is despite Kenya having the 3rd largest livestock herd in Africa, 70-80% of which is pastoralist based. At the same time, high-end export market demand remains untapped. Demand pressure means that Kenyan beef prices are 10% higher than in neighbouring countries such as Ethiopia. Despite the growing sector potential, there is no documented red meat strategy for tapping on this current and future demand. The supply gap has been bridged through inflow of cattle from our neighbour countries. Beef processors and retailers operate below the installed infrastructural capacities. There is reported importation of premium cuts from South Africa as well as influx of cattle from our neighbour countries. Kenya's average carcass weight is 100 kilos while the market prefers a carcass of not less than 170 kilos for efficient processing. This is a lost economic opportunity for the sector and negatively impacts Kenya's food security.

Given the challenges related to the quality and quantity of cattle available to processors and retailers to meet market demand, Kenya urgently needs to strengthen beef production systems that effectively link pastoralist producers to the off-takers. Gatsby sees value addition, in the form of finishing and fattening, as part of the solution so that cattle going through the system are of better quality,



pastoralists are better linked into the formal value chain, throughput is increased, and challenges around seasonal variations in the supply of cattle are addressed.

3. OBJECTIVES OF THE ASSIGNMENT

The objective of the consultancy is to support Gatsby's work to strengthen beef production systems in Kenya. The consultant will provide hands-on support to several farms, ranches and feedlot operations across Kenya that Gatsby is partnering with, providing advice on designing and implementing commercially viable beef production operations that:

- (i) improve quality of cattle through finishing and fattening, most likely semi-intensive models,
- (ii) able to integrate pastoralist cattle production systems into secondary beef production models,
- (iii) increase throughput of cattle,
- (iv) align quality of cattle produced with market needs,
- (v) demonstrate cost-effective beef production models in line with middle and bottom of pyramid consumer markets for cuts and value-added products.

4. SCOPE OF WORK & ACTIVITIES

Hands-on support to several beef production operations/farms in Kenya to develop and implement commercially viable models. The support provided to these operations may include:

- Capacity building to staff of beef production operations, which may include farms, feedlots and ranches.
- Advice on commercial viability of potential models, e.g., intensive vs. semi-intensive vs. extensive.
- Advice on (and demonstrating) best-practice processes related to beef production operations that include value-addition of cattle (e.g., through finishing and fattening), that produce cattle and meat able to compete with the informal meat market. These processes may include formulating least cost feeding regimes, fodder selection and other feed material sourcing and economics, as well as other farm management operations.
- Advice on (and demonstrating) right sourcing of cattle (quality and quantity) in order to optimise value generated at sale - i.e., taking into account end market requirements, price-quality differentiation, and cost of feed vs. feed conversion ratios.

5. SKILLS & EXPERIENCE

Essential attributes

- At least 10 years' experience in the beef sector, with at least 5 years' direct experience managing successful beef production operations (which could be e.g., a farm, ranch, or feedlot for fattening of cattle).
- Experience of semi-intensive and extensive systems.
- Experience of pastoralist systems and livestock production systems in arid and/or semi-arid regions.

Other attributes - At least one or more of these attributes would be desirable

- Operational knowledge of when the economics of different models work under different contexts (intensive vs. semi-intensive vs. extensive).



- Sound understanding of beef carcass grades and yield in the context of breeding and genetics selection, feed and feeding regimes, feed conversion drivers and recovery ratios. Linked to this, experience of matching cattle production to different end market requirements, ensuring profitability.
- Knowledge of how beef production systems can manage and minimise impact related to climate change and environment (land, water, waste).
- Sound understanding of fodder and range resource planning for optimal beef production in the context of ASAL or extensive and semi-intensive systems of beef production.
- Experience across multiple countries, with ability to adapt best practices to local contexts.

6. DURATION OF THE ASSIGNMENT AND LEVEL OF EFFORT

We are already in talks with a number of partners (farms/ ranches) and so are looking for consultant(s) to start as soon as possible. We anticipate a start date of mid-end August but can be flexible depending on the availability of the consultant.

GA is looking for an initial commitment of 6-9 months (which can be discussed with consultant) and would expect the consultant to be able to commit a minimum of 5-10 days a month, working with a number of operators. The exact details can be discussed with applicants depending on the breadth of their capacity and availability.

7. REQUIRED RESPONSE & SUBMISSION DATE

If this assignment is of interest to you, please email us at the two email addresses below with a short paragraph or two summarising your relevant experience that aligns with the requirements listed above, along with an up-to-date CV, if available.

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