



**REPUBLIC OF KENYA**

**MINISTRY OF DEVOLUTION AND PLANNING**

**STATE DEPARTMENT OF DEVOLUTION**

**TERMS OF REFERENCE**

**CONSULTANCY SERVICES FOR THE DEVELOPMENT OF A STRATEGIC PLAN FOR THE  
STATE DEPARTMENT OF DEVOLUTION**

**1. Introduction**

The Executive order No. 1 of May, 2016 reorganized the Ministry of Devolution and Planning into three state departments. These are; the State Departments of Planning and Statistics, Devolution and Special Programmes. The State Department for Planning and Statistics is charged with national and sectoral development planning; monitoring and evaluation of economic trends and other developmental issues; liaison with Economic Commission for Africa; coordination of implementation of Sustainable Development Goals (SDGs); and coordination of regional development authorities.

The State department for Devolution plays the role of capacity building and technical assistance to county governments; management, monitoring and evaluation of devolution affairs; Development and coordination of the implementation of devolution policy; and Inter-governmental relations,

The State Department for Special Programmes is concerned with special programmes for promotion of socio economic development; community mobilization; relief management and humanitarian responses; and implementation of special programmes for development of Northern Kenya and other arid lands.

For the State Department of Devolution to discharge its mandate in an efficient and coherent manner, it has found it necessary to develop a strategic plan covering the period of 2017/2018-2021/2022 FY. The Strategic plan will give the State Department an overall strategic direction in the management of both

internal and external affairs on all issues relating to devolved system of governance.

Arising from the implementation of devolution since 2013, a number of milestones have been realized. At the same time some challenges have been registered, with emerging issues becoming evident and some of them acting as hindrances to effective implementation of devolution.

Against this background, the State Department intends to develop a strategic plan to give direction on how to make devolution work, while focusing on its core functions taking into account all the achievements since the year 2013, key strategic issues, objectives, strategies, and emerging issues, as spelt out in various government policy documents including the policy on devolved system of government.

The State Department of Devolution's strategic plan is intended to deliver on national development goals as envisaged in the Kenya Vision 2030, and its Medium Term Plan II (2013-2017), and the 2030 agenda on Sustainable Development Goals (SDGs). The development of this strategic plan will be led by a consultant with support from a strategic planning committee of technical staff from the state department of Devolution and others from key Ministries, Departments and Agencies of government especially those from the Devolution Sector.

In order to ensure both quality and timely delivery of the strategic plan the State Department of Devolution is intending to contract the services of a highly competent Consultant to lead the process.

## **2. The Purpose of the Consultancy**

The purpose of the consultancy is to support and lead the State Department of Devolution in a technically grounded, consultative and participatory strategic planning process, which include; extensive consultations with public sector partners, the public, the counties, communities, development partners, CBOs, and the private sector.

The output will be a strategic plan for the period 2017/18-2021/2022 in line with the State Department of Devolution mandate as outlined in the Executive Order No.1 of May, 2016, including institutional arrangements, specific activities, proposed programmes, timelines, targets and detailed costing. The consultant will also provide a Monitoring and Evaluation plan as one of the Chapters of the Strategic Plan.

## **TERMS OF REFERENCE**

### **3. Scope of Work**

The consultant will work with the State Department of Devolution Strategic planning committee under the leadership and guidance of the Principal Secretary, Devolution. The consultant will lead and guide the process of developing the strategic plan. This will include:

- i. A review of existing Ministry of Devolution and Planning policy documents/ frameworks, laws, as well as national Development plans among other important;
- ii. Development of a sound methodology for development of the strategic plan;
- iii. Collection of primary and where applicable secondary data;
- iv. Stakeholder mapping and consultation;
- v. Situation analysis, including SWOT and PESTEL analysis,
- vi. Plans for new programmes and sector sub-strategies that address the constraints and create the needed support systems and incentives;
- vii. Review of the State Department's vision and mission statements;
- viii. Development, validation, finalization and costing of the strategic plan 2017/18-2021/2022 including a log frame, and a detailed implementation plan
- ix. Monitoring and evaluation framework for devolution sector.

### **4. Specific Tasks**

The Consultant will:

- i. Carry out a desk review of relevant documents including and not limited to the Core five Devolution Legislations, the Constitution of Kenya (2010), Kenya Vision 2030, MoDP Strategic plan 2013/14 – 2017/18 Sectoral Plans, Devolution Policy and any other key documents such as Annual Work plans and Performance Contracting documents;
- ii. Hold discussions with the staff of the State Department of Devolution and the strategic planning committee to gather information for the assignment;
- iii. Develop a comprehensive methodology and work plan for a participatory process for the development of the strategic plan;
- iv. Hold consultations and facilitate interviews with relevant stakeholders including but not limited to: relevant government departments, development partners, County Governments, private sector organizations, and civil society organizations/NGOs.

- v. Develop an advanced draft strategic plan for discussion with SDD top management and the methodology for a national consultation process which will also include consultations with State Department's staff;
- vi. Conduct national consultations to receive feedback on the draft strategic plan;
- vii. Hold a stakeholders validation workshop and prepare inputs for incorporation into the Strategic Plan;
- viii. Finalize the strategic plan, including a log frame and a detailed implementation plan for 2017/18-2021/22.
- ix. Ensure that the strategic plan is costed and clarity is provided on its implementation including the organizational structure, personnel, resource requirements and Risk Management issues.

## 5. Deliverables

### a) Inception Report within 14 days: Which covers

- ❖ The understanding of the assignment
- ❖ A comprehensive desk review of relevant documents
- ❖ An elaboration of the assignment's methodology/action plan and work plan

b) First draft Strategic Plan Report for stakeholders Consultations to be submitted within three weeks of signing the contract.

c) The Draft Report will be presented to Heads of Department for their inputs as well as being subjected to stakeholder consultations at national and county levels

d) Final Draft Strategic Plan

The final product of the process will be a final draft 2017/18-2021/22 strategic plan for the State Department of Devolution. The final draft will include, among other things:

- ✓ Preface and acknowledgements
- ✓ An executive summary;
- ✓ An overview of the mandate of the SDD and the implications for its organization and relation with other State Departments of MODP;
- ✓ A succinct final Vision and Mission Statements;
- ✓ Situation analysis;
- ✓ Key Strategic Priorities;
- ✓ Resource Mobilization Strategy
- ✓ A detailed implementation plan which will include all implementable strategic priority activities that balance the short term results and long

term strategic work that deliver the most results within the capacities and resources and time frames for 2017-2022, and tied to the performance contracting cycle;

- ✓ Summary analysis of principal stakeholders for the successful implementation of the SDD's programme and detailed priorities;
- ✓ Logical Framework for the implementation of the Strategic Plan including objectives, baselines and targets, defined timelines and resource allocations, in both financial and human terms, as well as relevant indicators and regular evaluations of their results and impact;
- ✓ Detailed cost estimation for the implementation of the Strategic Plan, mapped to possible funding options including National Government and funding cycles of development partners;
- ✓ Time-frame for the delivery of each year's strategic objectives
- ✓ Monitoring and Evaluation and reporting of the plan

## **6. Quality Assurance**

The Consultant shall use an evidence-based approach and ensure the highest standards of work and timely delivery at every stage of this assignment. In particular, the Consultant shall ensure:

- clarity of objectives and process during the National Consultative Meetings;
- counter-check all facts and figures cited;
- ensure that the content and format of the Draft Strategic Plan meets highest standards expected; and
- Ensure proper editing and clarity.

## **7. Qualifications and experience**

The following Qualifications and experience are required

- A Master's degree in the fields of economics, business administration, Strategic planning, with a clear understanding of devolved system of Government;
- At least 10 years' experience in the area of strategic planning, of 5 of which are in public sector ;
- strong research and analytical skills;
- Experience in stakeholder management ;
- Experience in program management and understanding of the planning and funding cycles of the public sector;
- Good understanding of National Development plans and policies and sustainable development issues;
- Excellent communication and writing skills;

## 8. Duration

This assignment is for a total of 60 days after signing of the contract.

## 9. Consultant's Obligations

The Consultant shall be responsible for the provision of all the personal and technical resources to carry out the services; and shall make own arrangements for transport, accommodation, insurance, utilities, and any other required personal resources and costs necessary for the fulfillment of obligations under the contract.

## 9. The Client Obligations

The Client shall be responsible for the provision of venues for meetings, desk review materials and any other necessary information to support the carrying out of the contract.

## 10. Mode of Payment

The Ministry of Devolution and Planning will meet the cost of the consultancy. The Consultant will be paid in three installments upon satisfactory delivery of the indicated outputs of the Strategic Plan;

- ✓ Submission of the inception report 10%
- ✓ Submission of the First draft Strategic plan Report 40%
- ✓ Submission of final Strategic Plan 50%

## Timelines and Payment Schedules

The project is expected to take a maximum of 60 days. The payment schedule is as indicated herein.

MILESTONE	DELIVERABLES	TIMELINE	% PAYMENT
Inception	Inception report	14 days	10%
Review of the current strategic plan and submissions from stakeholders	A draft strategic plan	10 days	

Conduct stakeholder consultations	Stakeholders consultation Report	14 days	-40%
Conduct stakeholder validation of the improved draft Strategic Plan	Validation Report	15	
Finalization of the Draft Strategic Plan	Final Strategic Plan	7	50%

## **11. Supervision and management of the assignment**

The Consultant will report to the Principal Secretary of the State Department of Devolution and work with the Strategic Planning Team under the leadership of the Chief Economist (CE).

## **12. Documents to be provided by the client**

The provision of documents shall be restricted to those that are centrally relevant and therefore current to the assignment. These shall be provided immediately the contract is signed. These should include:

1. Policy on Devolved Government
2. The Constitution of Kenya,2010
3. Public Finance Management Act,2012
4. The County Government Act,2012
5. The Inter-Governmental Relations Act,2012
6. Urban Areas and Cities Act, 2011
7. Transition to Devolved Government Act 2012
8. Ministry of Devolution and Planning Strategic plan 2013-2017
9. Vision 2030 and MTPII (2013-2017)
- 10.State department of Devolution Sector plan and work plans,
- 11.The Transition Authority Reports,
- 12.Sustainable Development Goals
- 13.African Union Agenda 2063,
- 14.Kenya Devolution Support Programme and other development partners project documents, etc

### 13. Consultant's Selection Criteria (Technical Evaluation)

No.	Criteria	Weight	Maximum Points
1.	<b>Qualifications</b>	<b>10%</b>	<b>10</b>
	A Master's degree in Economics, Public Policy, strategic planning, project management, business administration		6
	Relevant Professional qualifications		2
	PhD		2
2.	<b>Experience</b>	<b>50%</b>	<b>50</b>
	Experience in strategic planning		15
	Experience in Monitoring and Evaluation		15
	Good understanding of national planning and budgeting processes		10
	Evidence of having undertaken similar assignments, (at least 4)		5
	Good analytical and presentation skills		5
3.	<b>Proposal</b>	<b>30%</b>	
	Understanding of the Terms of Reference		5
	Proposed Methodology		15
	Presentation of a work plan		10
4.	<b>Competences</b>	<b>10%</b>	<b>10</b>

	Analytical skills and Knowledge sharing		5
	Specialized computer software skills		2
	Excellent writing skills		3

ONLY Technical Proposals that attain a minimum of 70% score shall be considered responsive and shall proceed to the next stage (financial evaluation).

**Application process:**

The consultant is required to submit a CV and other necessary documents and testimonials.