

TERMS OF REFERENCE FOR CAPACITY BUILDING EXPERT FOR THE KENYA DEVOLUTION SUPPORT PROGRAM-FOR-RESULTS.

Background

The Kenya Devolution Support Program is a \$287 million program, implemented by the Government of Kenya, to support county capacity in PFM, HRM, Planning and M&E, Civic Education, and Investment management.

The main components of the Program are:

- National government executed capacity building (implemented by MoDP, National Treasury, Ministry of Public Service, Youth and Gender Affairs, and the Kenya School of Government)
- Performance based grants to counties that meet access conditions, and that can be used for capacity building and for multi-sector investments

In order to support the functions under the KDSP, a small effective dedicated support to the Secretariat will be established under the Ministry of Devolution and Planning (MoDP).

The Secretariat will be an important element in the institutional arrangement for the Program, and be supporting the technical committee in the overall coordination of the implementation of the activities. The Secretariat will report to the technical committee and the joint steering committee (JSC) co chaired by council of Governors (COG) or representatives of participating counties. The Secretariat is a government function, but in the first years of implementation will be mainly supported by experts contracted in by MoDP. The composition of contracted experts will be as follows:

1. Intergovernmental fiscal relations / grant operations expert (team leader for the consultant team)
2. Capacity building expert
3. M&E expert
4. Public financial management, chartered accountant or similar
5. Procurement expert with expertise in environment/social safeguards

Objectives of the Secretariat

The KDSP Secretariat will provide administrative and technical support to the operation of the Program, and will perform secretariat functions for the KDSP Joint Steering Committee and KDSP Technical Committee.

Key functions include:

- Monitoring Program implementation, and flagging key policy issues to the KDSP Joint Steering Committee as necessary
- Supporting county governments in implementing the Program, including the assessment process, developing capacity building plans, accessing Capacity & Performance Based Grants, and using C&P Grants in compliance with the grant conditions and C&P Grant Manual (including reporting on use of grant funds)
- Supporting national government Ministries and KSG in implementing Program activities, including contracting and management of the Annual Capacity & Performance

Assessment (ACPA), developing capacity building plans, implementing capacity building activities, monitoring achievement of Program results and Program reporting

Task of the Secretariat

The KDSP Secretariat will be responsible for coordination of the technical assistance and capacity building to counties under the Program in a range of areas including financial management, procurement, and environmental and social management; commissioning and overseeing the independent annual performance assessment; communicating the results of the annual performance assessment to the Bank and obtaining the Bank's verification of it; making public the results of the annual performance assessment and the corresponding grant funds to be disbursed to counties mass media/web-pages; requesting and following up with the National Treasury (NT) on the disbursement the funds to counties on time; collecting and aggregating data from the NT/CoB/counties to track the use of grant funds; and overall management of the Program, including preparing the **annual Program report**. On the reporting further details are provided below.

In fulfilling these responsibilities, the Secretariat will undertake the following tasks:

- *Coordination.* Day-to-day coordination of capacity building activities under the Program;
- *Annual capacity & performance assessments:* Management of the entire annual capacity and performance assessment process, including contract holding of the programme, support to training of the annual capacity and performance assessment teams, QA, follow-up, monitoring etc. This will also entail presentation of the annual capacity building plans and budgets, and completion reports and expenditures, of all participating national government entities, reports of the annual capacity and performance assessment to the KDSP Technical Committee as well as the senior management of the MoDP, organization of meetings on ACPA, follow-up, etc.;
- *Program Management:* Responsibilities for Program Management Task as defined in the Program Operational Manual (POM) and responsible for up-dates, revisions and implementation of issues in the manual and related grant guidelines. Together with the NT, the KDSP Secretariat is responsible for development and support on regulations, manuals and legal framework related with the new grants. The Secretariat also provides support to the operations of the KDSP Technical Committee for discussions of reports of the ACPA, as well as handling of complaints, etc. and support to the Program Joint Steering Committee,;
- *Expenditure framework:* Ensure that annual Program expenditures by National Government and under the county grants are consistent with the Program expenditure framework (in the Program Appraisal Document), that annual budget submissions supporting KDSP implementations (as well as expected disbursements) are consolidated across participating national government agencies, submitted and navigated through the annual budget process. Ensure that KADP results and actions are included in relevant departmental work plans, budgets, and performance contracts.
- *Coordination of the support on capacity building:* Review of the performance gaps as derived from the ACPA, and consolidation of the issues and linkages with capacity

building providers in order to ensure linkages between needs assessment and actual capacity building service delivery. The Secretariat will also ensure linkages between the operations on capacity building under the KDSP and the NCBF and its secretariat; Develop and ensure implementation of the capacity building support envisaged from MoDP and other agencies in the program; Ensure guidance to proper development and implementation of counties' Capacity Building Plans. The Secretariat will prepare cases for verification at the Technical Committee on the DLIs related to the capacity building support.

- *Reporting:* Support the M&E of the use of funds from the County Capacity & Performance Grants, including guidance to counties on issues related with investment menu, planning, budgeting and reporting. The Secretariat will also ensure that agreed reports are availed to relevant stakeholders in the GoK as well as to the World Bank and keep track on overview of disbursements and utilization of funds, review and overview of results from the disbursement linked indicators and the overall M&E framework of the Program as well as the annual progress report from the program encompassing use of funds, reports from counties on outputs, expenditures;
- *Procurement issues:* Procurement tasks related with the procurement of the ACPA, quality assurance, contract management and other activities related with the new grants.
- *Information:* Communication with the public, press, media, etc.
- *Secretariat services:* Establishment of, administrative, logistical & secretarial services support to and effective operations of the KDSP Joint Steering Committee and Technical Committee and ensure effective operations of the Steering Committee;
- *Consultancies:* Timely recruitment of the Annual Capacity & Performance Assessment Consultant, processing of results and allocation of funds. Assist the Ministry in preparation of the KDSP annual budget for adoption;
- *Monitoring:* Monitoring progress in and subsequently supporting implementation by various agencies on the DLIs;
- *System development:* Develop systems and procedures in coordination with relevant agencies where required and provide guidance to counties on procurement, ethics and anti-corruption, environmental and social management system, financial management and reporting and monitoring, evaluation and reporting systems and grant issues related with the eligible investments from the grants;
- *Guidelines and manuals:* Development, publication, dissemination (hard copy, workshops & website download), training, updating of the Program Operations Manual (POM); monitoring and reporting on implementing agencies compliance with the POM;
- *Procurement:* Securing and disseminating the World Bank Listing of Ineligible Firms & Individuals (debarred list) to all implementing agencies undertaking procurement with KSDP funds every six months (in June and December).
- *Links with WB:* Support for and participation in World Bank six monthly supervision missions;
- *Regular reports:* Quality control and Consolidation of progress and financial reports.

Reporting tasks

The KDSP Secretariat will provide the following information to the Technical Committee, Steering Committee, and MoDP for onward sharing with the CoG, core GoK agencies and the World Bank:

- Summary and consolidation of the counties' capacity and performance assessment results and the corresponding disbursed amounts based on the formula for the grant (see formats in the Capacity and Performance Assessment Manual). This will be based on the submission of reports by the contracted company, with sufficient QA from the Secretariat and the Technical Committee;
- Overview of the Program's capacity building plan for the centrally driven capacity building support and county level capacity building activities (see formats in the capacity building Manual);
- Progress report on activities executed under the national government capacity building plans and progress reports on the capacity building activities executed by the counties (using formats for reporting from the capacity building Manual);
- Summary of the project expenditures and outputs on counties' service delivery investments (standard formats in the Capacity and Performance Grant Manual (CoB reports)). For outputs this will make use of the form in CIMES system, see Appendix 1 – Capacity and Performance Grant Manual. These reports will be compiled and consolidated by the KDSP Secretariat;
- Review of the progress against the KDSP M&E framework; see Annex 1 to the POM.

Every year the MoDP coordinated KDSP Secretariat will compile these reports in an **Annual Program Report** within 3 months for the end of each FY.

On *Program Reporting* – this will encompass the Program M&E, including monitoring of the Program outcome indicators and impact assessment; through the annual progress reports; requested Financial Monitoring Reports; consulting services for the preparation and review of documents for a KDSP Review; and Program Completion Reports and workshops for final evaluation of the Program. Preparation of a follow on support (next phase) prior to closure of the Program is also envisaged under the Program.

Composition of the KDSP Secretariat

The Secretariat will be supported by a small and dedicated team of full time experts. As a minimum this will cover the following positions in addition to the Program Coordinator (who will be from GoK, MoDP):

1. Intergovernmental fiscal relations / grant operations expert (team leader for the consultant team)
2. Capacity building expert
3. M&E expert
4. Public financial management, chartered accountant or similar

5. Procurement expert with expertise in environment/social safeguards

Specific tasks of the Capacity building expert

- Lead the capacity building strategy and ensure its implementation as envisioned in KDSP (national, counties, etc) incorporating and operationalizing key elements of the strategy (e.g. participatory and bottom-up, needs based and demand-driven, learning and sharing approach, and focus on outcomes and effectiveness).
- Coordinate the effective implementation of all capacity building activities under the Program as per the KDSP Capacity Building Manual and other Program documents.
- Build capacity of core team (consisting of relevant Ministries and Training of Trainers,
- To support counties in developing annual CB plans, focusing on the following functions:
 - Undertaking a self-assessment and develop the Self-Assessment manual, to be updated and revised as necessary on an annual basis;
 - Synthesize and Consolidate the CB needs from ACPA outputs, audit reports, and peer to peer forums to ensure that these are addressed as part of the CB support to counties.
 - Identifying key capacity gaps on the basis of self- and external assessment Anddesigning capacity building measures to address these gaps
 - Identifying support required from national government and development partners in order to address capacity gaps
 - Ensure that CB activities as identified by counties through above methodology are incorporated in the in the annual CB plan and KSG’s training calendar as outlined in the KDSP CB Manual including conforming to the investment menu.
- Support counties to implement and report on CB activities, including:
 - Implementing activities as planned in the annual CB plan
 - Arranging for support from national government agencies, as planned and demanded by counties;
 - Producing quarterly implementation reports to monitor progress against planned activities, and effectiveness of various CB providers and interventions.
 - Producing an annual CB report for submission to the KDSP Steering Committee
- Support MoDP/Consultant/ ACPA to review county CB plans.
- To assess adequacy and reports and to assist in coordination of CB activities,
- To advise on counties compliance with the KDSP CB Manual.
- Support MoDP/ ACPA assess the implementation rates of County CB plans.
- Support the monitoring of the CB plan Implementation
- Support national ministries and KSG in developing annual capacity building plans, including:
 - Reviewing status of current county performance and supply-side inputs to

- capacity building
 - Setting up a system for aggregating county requests for capacity building and identifying how to provide this support (including service standards).
 - Validating capacity building plans with county governments
 - Coordinating capacity building activities with development partners, primarily through the DSWG Steering Committee
 - Agreeing annual milestones / indicators for each activity
- Support national ministries and KSG in implementing capacity building plans and monitoring implementation, including:
 - Implementation of activities as planned
 - Quarterly review of implementation against planned milestones / indicators
 - Annual reporting on implementation of CB plans
- Facilitate county review of national capacity building plans, budgets, and annual outputs, as per the CB Manual
- Assemble and provide annual CB plans of participating national government entities, and evidence of their annual achievements, and provide to the Performance Contracting Unit (verification agent) as described in the CB Manual
- Ensure that CB Plans lay out clearly the outcomes of CB activities, identify, over a period of time core TOTs group of capacity builders or trainers at the local/county and national level, and cross learning among counties.

Required qualifications and experience:

Education

Post-graduate certificate : Qualification in Finance , Accounting, Governance, economics, public administration, business, finance and project management or any other relevant field.

Work Experience:

- At least 10 years' proven experience in leading, designing and implementing of capacity building strategies with specific focus on capacity development/institutional development at local level. This experience should include but not be limited to the following areas:
 - Assessing capacity needs using a formal methodology
 - Institutional Training and mentoring.
 - Developing capacity building plans based on needs assessment
 - Monitoring the implementation of capacity building activities
 - Designing and / or implementing programs to build capacity of civil servants in

areas relevant to the Program (PFM, HRM, M&E, public participation and / or project implementation

- Demonstrated experience in institutional strengthening of sub-national entities and support for decentralization processes and programmes.
- Previous experience in capacity building of sub national/ national governments for GOK/Donor funded programmes.
- Demonstrated Knowledge and experience in designing and conducting training.

Competencies:

- Ability to work with minimal supervision.
- Must be result oriented team player
- Excellent analytical skills
- Experience in sub national and national public service reforms in Kenya.
- Fluent in English and Kiswahili.
- Computer literate, in Word, Excel and Power Point.

1. LEVEL OF EFFORT AND TIME FRAME

The assignment will be full time for a period of 1 year, with the possibility of extension, annually for four years.

2. REPORTING, ACCOUNTABILITIES AND LOCATION

The Expert will be based at MODP, and will work under the direct supervision of the team leader who reports to the KDSP Coordinator. The Consultant will also liaise closely with other members of the KDSP secretariat. The Consultant will be based at the MODP, offices in Nairobi, and will be expected to travel regularly within Kenya to support the implementation of KDSP.

3. CONSULTANT'S OBLIGATIONS

The consultant shall be responsible for ensuring his/her availability at all times, in accordance with the contract and supporting ToR. This is a full-time assignment.

INPUTS PROVIDED BY THE CLIENT

The Client shall be responsible for the provision of office space and furniture, and supporting office equipment. The Client shall include the Consultant in all its procurement arrangements concerning field visits and study tours, as applicable. All such inputs shall be approved by the KDSP Co-ordinator. Where travelling individually on programme duties, expenses will be incurred and reimbursed accordingly, in accordance with GOK procedures. All individual travel shall be approved by the KDSP Co-ordinator.

9. Evaluation criteria

Procurement Expert		
ITEM	weight	Maximum points
1. Qualification a) Bachelors degree in relevant field(the 5) b) Post graduate diploma (additional) c) Masters d) Phd	20%	10 5 3 2
Tasks a) Institutional leadership b) Supervisory leadership c) Team work in tasks including donor partners	30%	10 10 10
2. Relevant Experience a) 10 year continuous experience in Capacity building b) Training experience c) Project management d) Knowledge of institutional strengthening. e)World Bank experience f)experience in Public Sector	70%	20 15 10 10 5 10
		70
3. Competencies: a) Written English b)computer proficiency standard computer applications c) Interpersonal skills	10	5 3 2
Total		100

APPLICATION PROCESS

Interested and qualified candidates should submit their applications which should include the following:

Detailed Curriculum Vitae

Please quote **“CAPACITY BUILDING EXPERT– KDSP PROGRAMME** (on the subject line).