**Annex 1A**

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**REPUBLIC OF KENYA**

**MINISTRY OF INDUSTRY, TRADE AND COOPERATIVES**

**STATE DEPARTMENT FOR INDUSTRIALIZATION**

**TERMS OF REFERENCE FOR THE CONSULTANTS**

**(CONSULTING SERVICES – FIRM SELECTION)**

**Project Name: Kenya Industry and Entrepreneurship Project (KIEP)**

**Project ID: P161317 (Credit No.: IDA 6268-KE)**

**Reference No.:** **KE-SDII-71156-CS-QCBS**

**Assignment Title:: CONSULTANCY SERVICES FOR DEVELOPMENT AND IMPLEMENTATION OF MONITORING AND EVALUATION SYSTEM**

Aug 10, 201

# PROJECT BACKGROUND

The Government of Kenya (GoK) has sourced for funds from the International Development Association (IDA) to finance the implementation of the Kenya Industry and Entrepreneurship Project (KIEP) for a six-year period from 2019 to 2024. KIEP, which will be implemented by the Ministry of Trade, Industry and Cooperatives (MoITC) with support from the World Bank Group, aims to increase innovation and productivity in select private sector firms in Kenya by strengthening the private sector through financial grants and technical assistance. The Project’s direct beneficiaries are primarily formal private sector firms in Kenya, but also include incubators and accelerators, technology bootcamp providers, small and medium-sized enterprises (SMEs), and corporates, as well as select tertiary education and technology bootcamp students.

The **Project Development Objective (PDO)** is “to increase innovation and productivity in select private sector firms.” The higher-level objectives of the project are to accelerate the growth and competitiveness of Kenya’s private sector by improving productivity and innovation. Key instruments include firm-level support, strengthening the innovation and entrepreneurship ecosystem, increasing their managerial and technical skills, building linkages between traditional industries and startups, and upgrading their equipment and technology.

## 1.1 Overview of Project Components

KIEP consists of three components: (i) Strengthening the innovation and entrepreneurship ecosystem; (ii) SME Linkages and Upgrading; and (iii) Project implementation support and M&E.

**1.1.1 Component 1: Strengthening the Innovation and Entrepreneurship Ecosystem**

This component endeavours to improve the innovation and entrepreneurship ecosystem through supporting ecosystem intermediaries – such as hubs, accelerators, incubators and technology bootcamps, and by establishing greater linkages between local startups and traditional industries, local startups and international networks, and academic institutions and industry, in order to fuel open innovation.

**Subcomponent 1a: Strengthening the Ecosystem’s Support Infrastructure**

The objective is to strengthen the intermediaries that underpin and support early stage companies and the broader innovation and entrepreneurship ecosystem. The approach includes the use of performance contracts to build capacity of ecosystem intermediaries including incubators, accelerators, and technology boot camp providers. This would allow them to offer better quality services and more soundly pursue their own individual business plans and operational objectives.

**Subcomponent 1b: Connecting the Ecosystem to International Networks and Local Industries**

***International Acceleration Process***

The objective will be to connect the Kenyan ecosystem to international networks. It will support linkages and coordination within the Kenyan ecosystem and connect it to global expertise and investors. The program will pair established firms with technology-enabled startups; conduct active outreach and connecting the Kenyan ecosystem to international networks of talent and support infrastructure (for example, mentors and early-stage investors); and increase the capacity within the accelerator landscape in Kenya.

***Industry-Start-up Linkage Program***

The objective will be to develop a productive connection of startups and ecosystem stakeholders with traditional industries. The platform aims to bridge medium to large companies from key priority industries with technology-enabled startups and create new startup products and services. It would provide practical capacity building on innovation and technology adoption to staff of participating large companies, facilitate and manage relationships between startups and select corporations, and provide support to startups for product and service creation.

***Industry-Academia Platform***

The objective will be to create a Kenya-wide industry–academia platform (IAP) to support open innovation between Kenyan firms and academia, through collaboration, while also generating new opportunities for students. The IAP would boost the entrepreneurial talent supply for Kenyan firms and support innovation and growth in startups and existing firms.

**Component 2: SME Linkages and Upgrading**

The objective is to help strengthen the productivity and internal capabilities for innovation of select SMEs, by improving their managerial and technical skills and their use and access to technology, in order to significantly increase their competitiveness, as well as to strengthen local supply chains and sales by Kenyan SMEs to large companies.

**Component 3: Outreach, M&E, and Project Implementation Support**

This component provides resources for project implementation and monitoring activities, including conducting project audits and government trainings to strengthen capacity. The Project Implementation Unit (PIU) sits within the MoITC. The component also includes the design and implementation of an overall KIEP communications strategy to inform stakeholders on the Project’s progress and facilitate the ability to replicate success.

# STATEMENT OF OBJECTIVES

Under KIEP’s Component 3 ‘Outreach, M&E and Project Implementation Support’ - The State Department of Industrialization is seeking a Monitoring and Evaluation Consultant to design, develop and implement a comprehensive results-based M&E system. The M&E consultant contract will be for the entire 5 years duration of the project (2019-2024).

# SCOPE OF SERVICES

Scope of services include (1) Framing a KIEP level M&E framework and plan on implementation and (2) Supervision and coordination of M&E efforts across project components.

**Overall project-KIEP level M&E framework and implementation plan**

Activities to be conducted include, but are not limited to:

1. Development and dissemination of M&E tools and guidelines.
2. Work with the PIU to determine KIEP monitoring requirements.
3. Review the indicators from surveys and routine data collection, and ensure that the information repository of the M&E activities is accurate, accessible and up to date.
4. Generate and assess information required for monitoring, evaluation and reporting on key operational and performance indicators and outcome objectives established for the projects under the KIEP as detailed in approved work plans and results framework.
5. Supervise implementation of approved M&E work plans during implementation, and if required, update and amend the M&E process following ongoing consultation with stakeholders and beneficiaries.
6. Provide the requisite M&E advice and support to the PIU to enable it to carry out its mandate.
7. Coordinate the implementation of the KIEP M&E Framework.
8. Operationalise KIEP M&E Framework consistent with an institutional framework, systems, and operations of the KIEPand its objectives and strategy including detailed design of data collection, analysis, and reporting plan for each indicator, M&E implementation arrangements, roles and responsibilities, work plan and budget.
9. **Overseeing reporting management:** Prepare consolidated quarterly progress reports, which will include progress with project implementation contract by contract, achievements of the project development objective level indicators and the intermediate indicators, progress of sub-projects, implementation of safeguards, implementation of the procurement plan, updates of the disbursement forecast, challenges, mitigation measures, and other information as agreed with the Client.

* Overseeing the preparation of required reports (i.e. project progress, evaluation and completion reports) in compliance with GOK and WB reporting requirements
* Maintaining and updating project databases.
* Documenting lessons learned during implementation of KIEP.
* Conducting regular field visits to support implementation with a view to improving performance.
* Coordinating an impact evaluation for KIEP - Conduct impact assessment of the project, especially Components 1B and 2 and that of technology bootcamps for women.
* Developing TOR for the impact evaluations for the Project. Procurement of the impact evaluation firms and Oversight of main deliverables and quality assurance of the contracts for these tasks.
* Proposing mechanisms for collection and storage of data to improve accessibility, Systematic identification, packaging and dissemination of information from the M&E (quarterly/semi-annual reports, financial management reports, procurement reports, audit reports and annual M&E reports), appropriately for the various stakeholders.
* Developing a Management Information System (MIS) - The M&E system will feature a MIS. It will assist in the development of MIS that will help in the capturing, storage, processing and circulation of project information to inform decision-making and improve the overall performance of the program. The MIS will facilitate collection of data from the KIEP partners and other stakeholders. Each data input will be specific for each stakeholder to prevent duplication.

**Supervision and coordination of M&E efforts by individual consultancies running the different project components.** Activities to be conducted include but are not limited to -

* Providing technical assistance to build or strengthen consultancies implementing the project components for data management and M&E.
* Overseeing and where required conducting in house M&E training and/or mentorship for consultancies implementing various project components
* Coordinating with the consultancies implementing project components to ensure that coherent and standard M&E data gathering and reporting systems are in line with the PDOs and intermediate results indicators established for projects.
* Overseeing implementation of strategies (as proposed by individual consultancies handling different project components) to foster knowledge sharing throughout the KIEP with GOK, and WB and other stakeholders.
* Monitoring the performance of all individual consultancies handling different project components under the project against agreed benchmarks.
* Working closely with person responsible for M&E within each consultancy working on different project components to collect, analyze, and consolidate data.
* Periodically visiting each consultancy working on different project components and beneficiaries to provide hands-on feedback and advice with respect to M&E.

# OUTPUTS THAT WILL BE REQUIRED OF THE CONSULTANCY AND SCHEDULE FOR COMPLETION OF TASKS

The consultancy will work closely with KIEP Project Implementation Unit (PIU) and all deliverables will be submitted to the PIU. The assignment will be conducted over a period of five years and the consultancy will be expected to produce regular updates throughout this duration. The updates include:

1. The Inception Report: This should contain the Consultancy’s work plan, and timelines for implementation of the M&E activities. This Report must also clearly specify all risks and issues, which may negatively affect Project deadlines and effective execution of all activities. The report will include strong recommendations that need to be incorporated or/and considered by the PIU for effective TA implementation. This needs to be submitted within 1 month of contract signature.
2. Development and Implementation of M&E framework, Implementation guidelines and M&E budget: Detailed plan with M&E framework and implementation guidelines on surveys, data collection efforts and assessments needs to be submitted. In addition, a budget on M&E plan should also be prepared. This needs to be submitted within 2 months of contract signature.
3. Quarterly Progress Reports: These include a detailed and up-to-date cumulative project development object level indicators and intermediate indicators matrix, progress of the various sub-projects and the procurement plan, implementation of the safeguards, financial management performance including payment to contractors, consultants and suppliers. This report will be submitted to PIU every quarter from the time of contract signature. Additional elements to be added as applicable include:
4. Specific assignment reports and deliverables (e.g. MIS guidelines, Knowledge Management and Learning, Capacity Building reports, rapid impact assessment documents) as defined in the assignment TOR and acceptable (signed) by the Client in each case and reports on Environmental and Social Impact Assessments, Environmental Management Plan, and Resettlement Action Plans for contracted works as may be required or others.
5. Closure report: The consultancy shall provide a Project Closure Report which will detail the learnings, highlight any key challenges faced and also identify recommendations and best practices. This report will be submitted at the end of the five-year time period.

# DATA, SERVICES AND FACILITIES TO BE PROVIDED BY THE CLIENT

The PIU at the Ministry of Industry, Trade and Cooperatives through the Project Coordinator - shall provide available data, reports, maps and other information which might be required during the assignment. The PIU will also facilitate the Consultant’s access to government departments and other state agencies/institutions.

# PROCEDURE FOR REVIEW OF INCEPTION REPORTS, PROGRESS REPORTS, ANNUAL REPORTS, AND FINAL REPORTS

All material produced by the consultancy, including budgets, M&E plan, data collection activities and reports would be submitted to the PIU within the Ministry. The PIU would be responsible for reviewing and providing approval to each of the outputs submitted.

# TEAM COMPOSITION, COMPETENCE AND EXPERIENCE REQUIREMENTS

| **S. No.** | **Key Position** | **Area of Specific Expertise required** | **Minimum Qualification and Professional Experience Required** | **Likely Staff inputs required in person months** |
| --- | --- | --- | --- | --- |
| 1 | **Team Leader (1)-** | * Proven experience with the logical framework approach and other strategic planning approaches, M&E methods and approaches, training in M&E development and implementation, facilitating learning-oriented analysis sessions of M&E data with multiple stakeholders, information analysis and report writing; * Demonstrated knowledge in development planning in Kenya; especially in SMEs; * Experience in Knowledge Management activities;   Must provide evidences of similar previous work with a Programme funded by a multilateral institution such as World Bank or EU;   * Must be able to communicate effectively both verbally and written in cross cultural, and present complex ideas to a non-specialist audience; and * A broad understanding of MIS in the context of M&E. | * Minimum of a Master’s degree from a recognize university in Social Sciences or related field; * Must have a minimum of 10 years of professional experience in developing and implementing M&E systems in similar Programmes; | Sixty (60) man months i.e. 12 months a year |
| 2 | **Management Information System Expert** (1) | 1. A minimum of 8 years’ experience in networking and as a system analyst 2. Basic skills in the following technologies  * Transmission Control Protocol (TCP/IP) networking, * IT security management, * Server management  1. Proven experiences in capacity building | * A Minimum of Master’s Degree in Computer Sciences, Information systems or related fields * At least 8 years’ experiences in designing/programming database application systems, including a solid analytical experiences | Sixty (60) man months i.e. 12 months a year. |
| 3 | **Knowledge Management Specialist (2)** | * Experience in leading, coordinating and managing MEL systems for economic analysis of small businesses. Ideally you will have experience with social enterprises or private sector enterprises in developing countries. * Experience in developing monitoring and evaluation systems and frameworks programmes, including key performance indicators, data collection and analysis systems and tools. * 3 years’ experience in Knowledge Management activities. * Good writing and presentation skills. * Highly collaborative and able to build strong relationships with internal and external stakeholders. | * Master’s degree in International Development, Statistics, Economics, Business Management or other relevant analytical field. * 3-5 years professional experience in complex data analysis, management, reporting and quality assurance. | Sixty (60) man months i.e. 12 months a year. |
| 4. | **M&E Field Experts (5)** | * Experience in engaging in field research and data collection using statistical software or tools * Expertise in handling large datasets * Experience in field work on data and monitoring activities | * Minimum bachelor’s Degree in economics, accounting, business or related fields * Experience in conducting field research, data analysis and M&E related activities in the last 5 years | Thirty (30) man months, i.e. at least 6 months in a year |

**Non-key experts: Technical Staff Competence and Experience**

The key staff will be supported by technical staff with expertise in the areas of M&E, MIS, Field research, data collection, data analysis and others. The technical staff should hold a minimum diploma in their relevant fields and at least 5 years’ experience in related assignments.

1. PROPOSED PAYMENT SCHEDULE

The overall duration of the contract will be for 5 years.

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| --- | --- | --- |
| Duration: 5 years | | |
| Deliverable | Timeframe (from contract signature) | % of payment |
| At Contract Signature | At time of contract signature | 10% of the contract amount |
| Inception Report (1): One-time amount to be paid upon submission and acceptance of the deliverable | Within 1 month from contract signature | 10% of the contract amount |
| Report on Development of M&E framework, Implementation guidelines and Budget: (1)  One-time amount to be paid upon submission and acceptance of the deliverable | Within 2 month from contract signature | 10% of the contract amount |
| Quarterly Progress Reports (20): amount to be paid upon submission and acceptance of the deliverable | Within every 3 months from contract signature | 3% for contract amount for each quarterly report |
| Project Closure report: One-time amount to be paid upon submission and acceptance of the deliverable | At the end of the 5 year project | 10% of the contract amount |

**Annex 1B: Expression of Interest Response to Criteria Form**

Consulting firms (“Consultants”) expressing interest in managing the implementation of performance-based funding must fill the form below:

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| --- | --- | --- |
| **#** | **Required Information** | **Response** |
| **a** | Do you have a proven track record of at least three projects of similar nature (i.e. M&E, data collection, field supervision, impact evaluations) during the last five years? *(This is ideally with a contract value of US$1 million or more. It can come from different contracts. Cumulatively, all the contracts put together should be $1 million or more.)* | YES / NO \_\_\_\_\_\_\_\_\_\_\_\_\_\_  Please elaborate on your response in the space below. |
| **d** | Do you have strong experience in understanding of monitoring and evaluation frameworks and challenges in the landscape in Kenya and in the region over the last five years? | YES / NO \_\_\_\_\_\_\_\_\_\_\_\_\_\_  Please elaborate on your response in the space below |
| **e** | Do you have strong experience undertaking consulting engagements focused on developing M&E strategies, implementation plans focused and budgets, in the last five years? | YES / NO \_\_\_\_\_\_\_\_\_\_\_\_\_\_  Please elaborate on your response in the space below |
| **g** | Do you have experience in creating M&E budgets and implementing plans in a cost-effective manner in the last five years? | YES / NO \_\_\_\_\_\_\_\_\_\_\_\_\_\_  Please elaborate on your response in the space below |
| **h** | Do you have demonstrated ability to work collaboratively with government counterparts in the last five years? | YES / NO \_\_\_\_\_\_\_\_\_\_\_\_\_\_  Please elaborate on your response in the space below |
| **i** | Have you attached certified copies of your tax compliance certificates? | YES / NO \_\_\_\_\_\_\_\_\_\_\_\_\_\_  Please add any additional comments on your tax compliance certificates |

*I certify that the information provided in the responses above is true and accurate. I understand that withholding of information or giving false information will result in immediate disqualification.*

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*Authorised Representative of Interested Consultant*