



THE MERU NATIONAL  
**POLYTECHNIC**  
Technology for Innovation & Development

**THE MERU NATIONAL POLYTECHNIC**

**EAST AFRICA SKILLS FOR TRANSFORMATION AND REGIONAL INTEGRATION  
PROJECT (EASTRIP)**

**TERMS OF REFERENCE**

**CAPACITY BUILDING FOR POLYTECHNIC MANAGERS AND TRAINERS FOR  
THE PROPOSED REGIONAL FLAGSHIP TVET INSTITUTE FOR BUILDING  
TECHNOLOGY AT THE MERU NATIONAL POLYTECHNIC**

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## Table of Contents

1.	BACKGROUND OF THE ASSIGNMENT .....	3
2.	OBJECTIVES OF THE ASSIGNMENT .....	3
3.	NATURE AND SCOPE OF THE ASSIGNMENT .....	4
4.	DUTIES AND RESPONSIBILITIES OF THE CONSULTANT .....	6
5.	DUTIES OF THE POLYTECHNIC IN THE CONSULTANCY .....	6
6.	EXPECTED DELIVERABLES .....	7
7.	CONSULTANTS REPORTING OBLIGATION.....	7
8.	DURATION OF THE ASSIGNMENT .....	7
9.	IMPLEMENTATION SCHEDULE .....	8
10.	QUALIFICATIONS AND EXPERIENCE OF THE CONSULTANT .....	8
10.1.	Professional Staff .....	9
10.2.	Consultancy Firm Experience .....	10

# 1. BACKGROUND OF THE ASSIGNMENT

## 1.1. An overview of The Meru National Polytechnic (MNP)

The Meru National Polytechnic (MNP) is in Meru County. It was established in 1956 by Meru County Council to offer practical skills to the youths. In 1964, the school was handed over to the regional education office and it became Meru Technical School, offering two-year duration courses. In 1969 it was upgraded to a technical vocational training school and the course duration extended to three years. In 1973, the school was further upgraded to a technical secondary school. In 1985, the secondary cycle was phased out and in 1986, it became a Technical Training Institute that admitted the first cohort of artisan students and ACNC (Accounts clerk National Certificate), students in 2016, it was upgraded to a National Polytechnic. In 1985 the secondary cycle started being phased out so that it became in May 1986. It admitted the

The first craft students were admitted in 1997 and the first CPA students were admitted in 1988. In 1997, the first diploma students were enrolled. The Polytechnic is currently offering 3 Higher Diploma Courses, more than 25 Diploma courses, 31 Craft courses and 6 Artisan courses. Currently, the Polytechnic has 225 Teaching Staff Member and 125 Non-Teaching Staff Members, and a student Population of about 8,000 students.

## 1.2. Current Strategic Focus

MNP envisions to be an International Center of Excellence in Technical and Vocational Educational and Training (TVET) producing dependable and skilled Human Resource for Commerce and Industry. It aims at offering manpower that is equipped with all necessary types of skill, competency and techniques required by the industry. This way the Polytechnic contributes immensely in the process of realization of vision 2030 as a social pillar that the nation requires in its development agenda. Its current strategic focus is as summarized below:

***Vision: To be an international centre of excellence in Technical and Vocational Education and Training (TVET)***

***Mission: To provide Technical and Vocational Education and Training (TVET) for producing dependable skilled human resources for commerce and industry***

***Motto: Technology for Innovation and Development***

***Core Values: Hard Work; Transparency; Integrity; Teamwork; Accountability and Diligence***

## 2. OBJECTIVES OF THE ASSIGNMENT

The specific objective of the Consultancy is to develop and implement a capacity building programme for Meru National Polytechnic [MNP] staff. The capacity building exercise will be on the following areas:

- I. Cross-cutting issues
- II. Emerging trends
- III. Entrepreneurial practices
- IV. Use of technology in training

The aim of this programme is primarily focused on:

- I. Polytechnic managers
- II. Project Implementation Unit
- III. Industrial Liaison Office (ILO) staff
- IV. Monitoring and Evaluation (M&E) staff

This capacity building programme will be aimed at upskilling the above-mentioned staff across the polytechnic to facilitate the development and fostering long term sustainability through building the institutional capacity and empowering staff.

The programme will need to cut across functional competencies, cross cutting issues, emerging trends such as the use of technology in training technology and best entrepreneurial practices.

MNP intends to engage the services of a competent consultancy firm to guide the Polytechnic in the development and implementation of a capacity building programme for the Polytechnic staff – including managers, ILO and M&E.

The Consultant shall review the Polytechnic's strategic plan, previous performance management records and institutional surveys. The firm will also be expected to carry out a training needs assessment for the above-mentioned staff members to inform the development of a capacity building programme. Finally, the firm is expected to develop a practical implementation plan and supervise its execution over a two-year period.

The capacity building programme and implementation plan are expected to ensure the optimal upskilling and capacity building of staff members to ensure the effective implementation of the polytechnic's strategic plans, programmes and projects.

It is in view of the above, that prospective consultancy firms are invited to submit proposals for undertaking the assignment.

## 3. NATURE AND SCOPE OF THE ASSIGNMENT

The Consultant shall perform all tasks necessary as per these Terms of Reference including coordinating stakeholders meetings; round table discussions with the MNP Council, Leadership and Management Team, Managers and select staff; in order to understand the current and specific training needs of the targeted staff members.

In carrying out the assignment, the Consultant shall cooperate fully with the concerned departments within MNP. The Consultant shall provide the necessary support services related to and necessary for the completion of the assignment. The work shall cover but not be limited to the aspects outlined in the Terms of Reference.

In development of the capacity building programme and implementation plan, the consultant shall undertake the following tasks:-

- i. Hold meetings with the top management of the Polytechnic to articulate the Consultant's understanding of the Mandate and scope of business of Meru National Polytechnic, and the methodology and work Plan for undertaking the assignment
- ii. Undertake an in-depth review of relevant literature to provide informed technical guidance during the process;
- iii. Prepare for a capacity needs assessment workshop with the top management to provide induction of participants into the most important aspects of capacity building programme development
- iv. Carry out a detailed review, document and submit a report on the capacity needs assessment for the staff targeted within this capacity-building programme;
- v. Assist the Polytechnic in developing a comprehensive, sustainable and core capacity building programme over the next two (2) years in a coordinated and focused manner. In addition to this the capacity building programme and implementation plan needs to ensure that the following elements are met:
  - a. is viable, cost –effective and fit within the mandate of the Polytechnic
  - b. is organized into short, medium and long term goals in line with the institution's strategic plan
  - c. is flexible to be adapted per the needs of the stakeholders
  - d. is based on realistic assessment of the Polytechnic's existing and potential financial, human, and infrastructural resources
  - e. is organized into an action- plan with clearly defined roles and responsibilities
- vi. Assist in the preparation of the budget for the proposed activities;
- vii. Develop an effective monitoring and evaluation framework;
- viii. Determine the key indicators to be used to monitor the performance of the capacity building programme and implementation plan, both internally and externally;
- ix. Share and discuss the developed draft capacity building programme and implementation plan with the Polytechnic with a view to eliciting technical comments that can be used to add;
- x. Facilitate a key internal stakeholders' workshop for purposes of validation of the plan;
- xi. Prepare the final capacity building programme and implementation plan based on, the outcome of the above. The document shall be a reflection of a process owned and led by the Polytechnic itself, with the support and facilitation of the consultant;
- xii. Prepare a detailed supervisory plan and framework to ensure the successful oversight and subsequent implementation of the capacity building plan

## 4. DUTIES AND RESPONSIBILITIES OF THE CONSULTANT

In the conduct of his work, the consultant shall cooperate fully with the project implementation unit for EASTRIP, and all relevant stakeholders. The Consultant shall be responsible for the analysis and interpretation of all data received, and the conclusions and recommendations in his reports and outputs.

As the exercise progresses, the consultant shall maintain close liaison with the relevant stakeholders and shall submit for approval from time to time, according to the work programme, draft strategic and sustainability plan before proceeding with the production of final capacity building programme and implementation plan. Additionally:

- i. All information, data and reports obtained from the government agencies and departments in the execution of the services of the consultant shall be properly reviewed and analysed by the consultant. The responsibility for the correctness of using such data shall rest with the consultant. All such information, data, and reports shall be treated as confidential and returned to the government upon completion of the assignment.
- ii. The consultant shall be responsible for arranging all necessary office and living accommodation, transportation, equipment and supplies, surveys, investigations, secretarial services, related to the performance of the works.
- iii. The consultant shall be responsible for the printing of all reports.
- iv. If required, the consultant shall provide a training plan for any counterpart personnel as approved by the client.
- v. All reports and documents relevant to the assignment, computer programs and electronic data, etc. shall become the property of the Polytechnic. The consultant shall provide the originals of the documents in both soft and hard copies.

## 5. DUTIES OF THE POLYTECHNIC IN THE CONSULTANCY

The overall responsibility for administrative and coordination of the exercise rests within the Meru National Polytechnic. The execution of the capacity building programme development and planning will be the direct responsibility of the Project Coordinator.

The Polytechnic will make available to the Consultant, all documents relevant to the project. NMP will supply all pertinent data and information and give such assistance as shall reasonably be required for the conduct by the Consultant of his duties under this contract save that such assistance shall not be extended to the provision of any supplies or services.

The Polytechnic will, if required, assist the Consultant in obtaining visas, work permits, and other formalities for all Consultant personnel entering or leaving Kenya for the purpose of carrying out the services.

The Polytechnic will:

- i. Ensure free access to all sites and locations connected with the execution of the study;
- ii. Provide the Consultant with all documents, data, any existing photographs and other information pertaining to the study that are available at the polytechnic; and
- iii. Provide, at their option, counterpart personnel for on-the-job training with the consultant.

- iv. Provide the consultant with any assistance as the consultant may be entitled to in accordance with the Terms of Reference

The polytechnic shall if necessary, provide liaison with other ministries and departments in the duration of the contract.

The polytechnic shall ensure that correspondence exchange in respect of the implementation of the study is treated promptly by the agencies in order to avoid any delay.

## 6. EXPECTED DELIVERABLES

The expected output of this consultancy includes five reports to be delivered to the Polytechnic as follows:-

- I. **Inception Report** containing
  - a. objectives and goals of the assignment
  - b. detailed approach and methodology for executing the assignment
  - c. detailed and validated work plan for carrying out the assignment
- II. **A capacity needs assessment report** detailing the training and capacity building needs of the targeted staff members
- III. **A draft capacity building programme** outlining the capacity building goals, objectives, capacity building programmes, interventions and plans
- IV. **A draft final capacity building programme and implementation plan** with inputs from stakeholders and management of the polytechnic.
- V. **The final capacity building programme and implementation plan** completed and approved by the management team including detailed implementation, monitoring and evaluation frameworks.

The above reports shall be submitted to: The principal, Meru National Polytechnic

## 7. CONSULTANTS REPORTING OBLIGATION

The consultancy firm will in the first instance report to the EASTRIP project coordinator who is responsible for overseeing and coordinating the consultant's inputs. Day to day coordination of the process shall be undertaken by the human resource officer. All reports produced by the consultant are subject to review and endorsement by relevant polytechnic management team/ committee.

## 8. DURATION OF THE ASSIGNMENT

The exercise will be carried out strictly within Four [4] Months from the date of commencement of the contract. The consultant should clearly express his willingness and ability to work within that period. The consultant shall commence the assignment with 14 calendar days after order to commence is issued.

## 9. IMPLEMENTATION SCHEDULE

The effective date of the Contract shall be the date on which the Consultancy agreement shall be signed by the Client.

<b>Reports</b>	<b>Time Frame</b>
Inception report	2 weeks
A capacity needs assessment report	3 weeks
A draft capacity building programme	5 weeks
A draft final capacity building programme	2 weeks
The final capacity building programme and implementation plan	4 weeks

### **Payment of Fees**

The Consultant's fee shall be fixed for all phases of the study covering all expenses and payment in foreign and local currencies.

The methods of payment of fees shall be as detailed in the proposed contract format attached to the letter of invitation for submission of proposals.

### **Payments schedule**

Payments shall be in accordance with the following schedule:

- I. Inception Report - 20% on presentation of the inception report and its acceptance by the client.
- II. A capacity needs assessment report- 10% on presentation of this report and its acceptance by the client.
- III. A draft capacity building programme- 40% on presentation of this report and its acceptance by the client.
- IV. The final capacity building programme and implementation plan - 30% on approval of the final report after validation in a stakeholders' workshop and its acceptance by the client.

The Consultant shall be liable to pay all duties and taxes in connection with this assignment payable under the laws of Kenya. No tax or duty exemption shall be given to the consultant. The consultant shall be deemed to have taken the above into consideration while preparing his financial proposal.

## 10. QUALIFICATIONS AND EXPERIENCE OF THE CONSULTANT

The Consultancy firm should have proven experience in offering similar services. Specifically, firms familiar with Vision 2030 strategy development will have an added advantage on this assignment. Previous experience with organizations under performance contracting and having a management system

in place will be a distinct advantage. A clear demonstration of understanding of Kenya Constitution 2010 is also an added advantage.

In addition, the firm must have wide consulting experience in the development of capacity building programmes with a bias in the Public and or education sectors and demonstrate successful completion of similar assignments or those of comparable scale.

A detailed profile along with the curriculum vitae (CV) of the key staff to be involved in the assignment should be submitted. The firm will be required to provide details of organizations including Government Agencies and/or State Corporations for which they have/are providing consultancy.

The Consultant's core team must possess the skills and expertise necessary for an efficient and effective delivery of outputs. While the range of required skills and expertise is by necessity extensive, it is expected that the core team will be compact and comprise well-credentialed and experienced multi-skilled individuals. The key staff to be engaged by the Consultants should have the following qualifications and experience:-

### 10.1. Professional Staff

#### **I. Project Coordinator/Team Leader and key capacity building expert**

Master's degree in Human Resources, Organisation Development or Strategic Management. A PhD in the aforementioned fields will be an added advantage.

General experience of 15 years and a minimum of 8 years' experience on Public Service capacity building assignments, training, organizational design and development or related assignments.

Working experience in a leadership position in private or public institutions consultancies for over 15 years.

Demonstrated experience in the design and implementation of capacity needs assessment and performance management and assessment tools.

#### **II. Institution Development Expert**

Bachelor's Degree in Governance or Public administration/ Policy or Project management or equivalent with a minimum general experience of 10 years and a minimum of 5 years' experience in institutional development. A Master's degree in the aforementioned fields will be an added advantage. He/she must have:

- Proven expertise and experience in institutional review of public institutions in East Africa;
- Proven knowledge of policy development and guidance;
- Analytical skills and experience in diagnostic/analytical studies of organizations benchmarking and comparative analysis;
- Experience on planning and introduction of performance-related assessment;
- Experience in drawing up internal and external communication strategies;

#### **III. Monitoring & Evaluation Expert**

Monitoring and Evaluation Expert shall be a qualified and competent person with extensive experience in evaluation and monitoring of infrastructure programs and in preparing implementation and M&E Plans.

Must possess a Bachelor's degree in Monitoring and Evaluation/Project Management or equivalent from a recognized University with at least Ten (10) years post-qualification experience and Five (5) years specific professional experience in Business Administration and Strategic Management, having successfully carried out at least two (2) other similar assignments (i.e. preparation of M&E framework and performance review of Strategic Plans for organizations preferably in the infrastructure sector) in the last ten (10) years in the same capacity. He/she must have:-

- Knowledge of concepts, techniques and practices of Management; Administration, HR planning, capacity building, Strategic Management, Corporate Governance;
- An appreciation of the Government of Kenyan Education sector;
- Exposure to management practices in the Public Sector shall be an added advantage; and,
- Good oral and written communication and excellent interpersonal skills

#### **IV. Human Resource Specialist**

- A Master's Degree in Human Resource Management, Public Administration, Organizational Development, Business Administration or related field.
- A minimum of 10 years' experience in Public Service Reform assignments, organizational design and development or related assignments.
- Working experience in leadership positions in private or public institutions.
- Demonstrated experience in the design and implementation of performance management and assessment tools.

### **10.2. Consultancy Firm Experience**

The evaluation committee appointed by the Client shall evaluate the proposals based on their responsiveness to the Terms of Reference, applying the evaluation criteria as follows

	<b>Description of assignment</b>	<b>Total Marks</b>
1.	Firm's Experience	40
2.	Qualification of Proposed staff for the assignment	30
3.	Methodology of undertaking the assignment	30
	<b>TOTAL</b>	<b>100</b>

#### **Firm's Experience**

The firm must demonstrate experience in Similar Work as indicated herein:

- Firm's Experience in preparation of capacity building programmes and plans as well as implementation of similar programmes - 20 marks
- Firm's Experience with Government Agencies / Parastatals - 10 marks
- Firm's Experience in the Education Sector and TVET subsector - 10 marks

Total Score for Consultancy Specific Experience

- 40 marks

The statement of experience in the last 10years in prescribed format must be accompanied by documentary proof and current contact address (including telephone and e-mail addresses) of client to enable cross-referencing by the board (client).

### Qualification of Proposed staff for the assignment

Any experience that is below the requirement by 20% or more will not attract any score. proposed staff must meet the basic academic requirements for their experience to be considered. Each cv for personnel must have been signed by the proposed expert, alongside the firm's authorized representative, on a date between the date of receipt of the invitation and the date of submission of proposals. the cv must indicate the availability of the expert and relationship with the firm. the breakdown of scores per key expert will be as follows:

No.	Key Personnel	Qualification	Years of Professional Experience	Specific Experience	Score
1	Project Coordinator/Team Leader and key capacity building expert	Human Resources, Organisation Development or Strategic Management. A PhD in the aforementioned fields will be an added advantage			10
2	Institution Development Expert	Master's Degree, economics, business related			8
3	Monitoring and evaluation expert	First Degree, M&E, economics, sociology, business related			7
4	Human resource expert	First Degree, Human resource			7
	<b>TOTAL</b>				<b>30</b>

The number of points to be assigned to each of the above positions or disciplines shall be determined considering the following three sub criteria and relevant percentage weights:

- (i) General qualifications 30%
  - (ii) General Experience 20%
  - (iii) Specific Experience for the assignment 50%
- TOTAL 100%

### Methodology of undertaking the assignment

The firm must demonstrate an adequate and fitting approach and methodology suitable for the successful execution of this assignment:

Technical Approach and Methodology	- 15 marks
Activity Schedule / Work Plan	- 10 marks
Task Assignment and Personnel Schedule	- 5 marks
Total Score for Consultancy Specific Experience	<b>- 40 marks</b>

The methodology must respond specifically to each of the items in the detailed terms of reference (tor) indicating how the consultant will go about each. The individual time inputs of staff must correspond to the sequence of activities in the work plan and the individual activities must be arranged in logical sequence to result in the desired outputs. Points will be earned on the basis of the fit of the proposed methodology and work plan with the desired inputs, processes and outputs expected from the assignment. the consultant will also be expected to give a proposed table of content for the final capacity building programme and plan.

The overall period for the assignment will be evaluated based on how the consultant has explained the special measures that would be put in place by the consultancy team to finalize the assignment within the proposed time frame.