



REPUBLIC OF KENYA

STATE DEPARTMENT FOR DEVOLUTION

TERMS OF REFERENCE (TOR)

CONSULTING SERVICES

Assignment Title: *Midterm Review and Development of the 2023-2027 Strategic Plan- State Department for Devolution*

A. Introduction

1. Strategic plan is a core instrument for translating national development priorities into actionable programmes within Kenya's public service. In accordance with Section 11 of the Public Service Commission (Performance Management) Regulations, 2021, all public entities are required to prepare and implement strategic plans that serve as the basis for performance contracting, resource allocation, monitoring, evaluation, and accountability.
2. Consistent with this legal and policy framework, the State Department for Devolution developed and launched its Strategic Plan 2023–2027, guided by the 5th Generation Guidelines for the Preparation of Strategic Plans (2023–2027) issued by the State Department for National Economic Planning. The Strategic Plan operationalizes the Department's mandate within the broader national development architecture, including Vision 2030, the Medium-Term Plan IV (2023–2027), and the Bottom-Up Economic Transformation Agenda (BETA).
3. The Strategic Plan has been under implementation since FY 2023/24 and has now reached the mid-point of the planning cycle (FY 2025/26). Government policy and good planning practice require that all MDAs undertake a Mid-Term Review (MTR) at this stage to assess progress, relevance, effectiveness, and continued alignment with national priorities and emerging policy directions.

B. Objectives of the Mid-Term Review

1. The overall objective of the MTR is to enhance the effectiveness, relevance, and impact of the State Department for Devolution Strategic Plan (2023–2027).
2. Specifically, the review seeks to:
 - a) Assess implementation performance by identifying key challenges, bottlenecks, and enablers affecting achievement of outputs and outcomes, and propose practical mitigation measures.
 - b) Review and refine strategic objectives, programmes, and interventions based on implementation experience, lessons learned, and emerging policy and contextual changes.
 - c) Strengthen stakeholder ownership and alignment through structured engagement of internal staff, agencies, county governments, and other key stakeholders.
 - d) Ensure alignment and coherence of the revised Strategic Plan with national development frameworks, including MTP IV, BETA, Vision 2030, the SDGs, and relevant sector strategies.
 - e) Reinforce institutional accountability and performance management by sensitizing staff on the revised Strategic Plan, clarified roles, and updated performance targets.

C. Scope of Work for the midterm review

The Consultant shall undertake the following tasks:

i. Engagement and Consultation

- 1) Engage the Top Leadership Committee (Heads of Directorates and Divisions/Departments) and the Strategic Plan Technical Committee to undertake a comprehensive review of the current SDD Strategic Plan 2023–2027.
- 2) Ensure continuous consultations with relevant Directorates/Divisions through the Top Leadership and the Strategic Plan Technical Committees throughout the review process.

ii. Review of Vision, Mission, and Strategic Direction

- 1) In conjunction with the Top Leadership Committee review the Vision and Mission of the State Department and propose, where necessary, revised statements and set out a clear Strategic Direction to steer the Department toward achieving its Vision.

iii. Situational Analysis

- 1) In collaboration with the Strategic Plan Technical Committee, undertake a comprehensive Situational Analysis to establish current and emerging issues to be addressed in the reviewed Plan, including but not limited to:
 - a) Appropriateness of existing strategic issues.
 - b) Adequacy and utilization of financial and human resources.
 - c) Risks, assumptions, and external factors affecting implementation.

- d) Alignment with national priorities, sector policies, and the institutional mandate.
- iv. **Revision/Development of Strategic Framework**
 - a) Results framework - Develop a results framework outlining the reviewed goals, outcomes, objectives, strategies, indicators, baselines, activities, and targets to guide the State Department during the remaining half of the Strategic Planning cycle. The revised framework should clearly demonstrate logical sequencing and alignment among all components.
 - b) Costing and resource mobilization framework
 - c) Monitoring, Evaluation, and Learning (MEL) framework.
- v. **Mid-Term Performance Review Report**
 - a) Prepare and submit a Mid-Term Review Report detailing; The level of achievement of strategic objectives, Progress toward outputs and outcomes, Challenges and bottlenecks encountered during implementation, Enablers and success factors and Recommendations for improved implementation during the remaining period.

D. Proposed Methodology

1. The approach to the review and development of the strategic plan must be participatory and results oriented. The consultant is expected to serve as a facilitator, providing technical input, sharing good practices in strategic planning, asking the right questions, challenging assumptions, and leading SDD in the development of a comprehensive results framework that will form the basis of the plan. The emphasis of the exercise will be on lessons learned from previous programming and their application to the mandate of SDD, Vision 2030 and its Medium-Term Plans, the “BETA,” and the SDGs, among others. The consultant is expected to use their proposal to SDD to guide the facilitation of the review of the strategic plan and the organizational structure. In summary, the consultant will carry out the following broad activities, among others:
 - a) Consult with the designated technical team to gain a general understanding of the direction of the organization in the context of current issues.
 - b) Review existing sector policies and plans, SDD documents, including program documents and policies, as well as any other relevant documents.
 - c) Develop an inception report outlining the methodology for carrying out the assignment and the work plan, discuss it with the technical team, and obtain approval; prepare and present a brief report on the review, highlighting key issues to be incorporated into the strategic plan.
 - d) Where necessary during the review and development process, conduct interviews with selected stakeholders, board members, and staff.
 - e) Develop a draft strategic plan using an agreed outline, including an operational plan and a budget for one financial year.
 - f) Distribute the draft strategic plan to HODs and receive feedback.
 - g) Facilitate a stakeholder validation workshop for the draft strategic plan; and

- h) Finalize the plan, incorporating the comments and feedback received.

E. Deliverables and Timelines

1. At the end of this consultancy, the consultant will be expected to submit the following key deliverables:
 - a) **Inception Report** (detailing work plan and including tools, templates, and timelines) - **End of Week 1**
 - b) **Mid-Term Review Report** – Comprehensive assessment of implementation progress to be submitted within one month of commencement. **End of Week 3**
 - c) **Draft Reviewed Strategic Plan including implementation Framework** – Submitted within one month of commencement for review by the Top Leadership and Technical Committees. – **Within Week 6**
 - d) **Presentation of Draft Plan** – Present the draft reviewed Plan to the Top Leadership and Technical Committees and collect feedback. - **Week 6**
 - e) **Monitoring and Evaluation Plan** for the strategic plan, risk and resource mobilization frameworks
 - f) Report on the process including stakeholder consultations and workshops (a report that documents how the strategy was developed).
 - g) **Final Revised Strategic Plan** – Incorporating comments from the Committees and other stakeholders. – **End of Week 8**

F. Time Span /Duration of the Assignment

1. This assignment is expected to be carried out for a period of 60 man-days

G. Reporting and Coordination

1. The Consultant shall report to the Head of the Central Planning and Project Monitoring Department (CPPMD) and work closely with the Top Leadership Committee and the Strategic Plan Technical Committee

H. Confidentiality and Ethical Considerations

1. The Consultant shall:
 - Maintain confidentiality of all information accessed.
 - Use data solely for purposes of this assignment.
 - Submit all data, reports, and materials to the State Department for Devolution.
 - Adhere to Government of Kenya ethical standards and procurement regulations.

I. Required Skills and Competencies

1. Interested Consultants are required to.
 - a) Have at least a master's degree in economic planning, project management, business administration, public policy and development studies

- b) At least ten years of progressive professional experience in strategic planning and management
 - c) Prior working experience on issues of decentralization/devolution will be an added advantage
 - d) Evidence of at least five (3) similar assignments in the last 5 years
 - e) Demonstrated experience in working with government partners and other stakeholders in public sector development programs especially in capacity development
2. Consultant Responsibilities
- The consultant shall be expected to:
- a) Provide transport, accommodation and related allowances to its staff (if any) and ensure that they are always available.
 - b) Provide the computers and related equipment for its staff.
 - c) Provide stationery and other related materials for producing reports for the assignment.
 - d) It is imperative that the consultant is available for the duration of the assignment.
3. Client/SDD's Responsibilities
- The client shall:
- a) Provide all available information and relevant documentation to consultant as and when required,
 - b) Provide the consultant with the relevant background information and previous organizational strategic plan,
 - c) Responsible for the arrangement of meetings with position holders and the consultant,
 - d) Provide the Consultant with administrative support and assistance in making appointment arrangements, organizing meetings and workshops, distributing documents and other provisions necessary to facilitate his/her work.
 - e) Make all the necessary logistical arrangements for validation workshop.

J. Criteria for proposal Evaluation

Responses received will be evaluated against the following criteria as set out below:

- a) Specific Experience of the consultant (25 points)
- b) Evidence of prior work of at least five (5) strategic plans for the public sector organizations (25 points)
- c) Adequacy of proposed work plan & methodology in responding to the Terms of Reference (50 Points). The points are distributed as follows:
 - 1) Understanding of Terms of reference (10 points)
 - 2) Adequacy of proposed work plan (15 points)
 - 3) Methodology of implementation (15 points)
 - 4) Firm's understanding of BETA, Vision 2030 and its MTPs, SDGs and the Devolution Policies and Plans (10 points).

K. Payment

- 1. Submission of the Inception Report – 10% of the total amount

2. Submission of Draft Reviewed Strategic Plan – 40% of the total amount
3. Final Revised Strategic Plan - 50% of the total amount