



TERMS OF PREFERENCE (TORs)

CONSULTANCY SERVICES FOR PREPARATION OF THE MERU NATIONAL POLYTECHNIC [MNP] STRATEGIC AND SUSTAINABILITY PLAN [2020/21-2024/25]

THE CHIEF PRINCIPAL
MERU NATIONAL POLYTECHNIC
P.O.Box 111-60200
MERU

FEBRUARY 2021

Table of Contents

1. BACKGROUND OF THE ASSIGNMENT	3
1.1. An overview of The Meru National Polytechnic (MNP).....	3
1.2. Current Strategic Focus.....	3
2. OBJECTIVES OF THE ASSIGNMENT	4
3. NATURE AND SCOPE OF THE ASSIGNMENT	4
4. DUTIES AND RESPONSIBILITIES OF THE CONSULTANT	6
5. DUTIES OF THE POLYTECHNIC IN THE CONSULTANCY	7
6. EXPECTED DELIVERABLES	7
7. CONSULTANTS REPORTING OBLIGATION.....	8
8. DURATION OF THE ASSIGNMENT	8
9. IMPLEMENTATION SCHEDULE	9
10. QUALIFICATIONS AND EXPERIENCE OF THE CONSULTANT	9
10.1. Professional Staff	10
10.2. Consultancy Firm Experience	12

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 the 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, th 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 is currently offering Polytechnic 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 the Meru National Polytechnic (MNP) Strategic and Sustainability Plan (2020/21 – 2024/25). The aim of developing the Strategic and sustainability plan is to provide a road map and strategic direction for MNP for the period 2020/21 to 2024/25 based on the Polytechnic's existing resources and capabilities in order to facilitate the achievement of its mandate and responsibilities.

MNP intends to engage the services of a competent consultancy firm to guide the Polytechnic in the review of its performance during the period of the current Strategic Plan and in the development of a new five - year Strategic and a sustainability Plan.. The Consultant shall review MNP's performance in the current plan period (5 years), and prepare an end of term review report for MNP. This report will detail the challenges experienced, lessons learnt, gaps witnessed and changes in operational environment among other strategic factors and utilize the information to Prepare the new 5-year Strategic and sustainability Plan for the Polytechnic.

The Plan is expected to guide the Polytechnic in aligning its operations to the factors in play in the dynamic operational environment and the overall Government Development Agenda, as articulated in Kenya Vision 2030, the 3rd Medium-Term Plan (2020/21-2024/25) of the Kenya Vision 2030, the Ministry of Education Master Plan, the Technical and Vocational Education and Training (TVET) blueprint, the Technical and Vocational Education and Training Authority (TVETA) TVETA strategic plan, the Kenya Association of Technical Training Institutions (KATTI) strategic plan and the Constitution of Kenya 2010, amongst other relevant Policy Documents.

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 Board of Directors, Leadership and Management Team, Managers and select staff; all technical studies; field investigations and related services in order to develop a road map, plans and programs and communicate the Polytechnic's strategies for the period 2020/21 to 2024/25. In carrying out the assignment, the Consultant shall cooperate fully with the concerned agencies of the Government of Kenya. 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 Strategic Plan, the consultant shall undertake the following tasks among others: -

- I. Hold inception meeting with the top management of the Polytechnic with a view to articulating the Consultant's understanding of the Mandate and scope of business of MeruNational Polytechnic, and the Methodology and Work Plan for undertaking the assignment
- II. Undertake a background study on;
 - a. The Implications of the Kenya's development challenges to MNP including global, regional, local and internal challenges.

- b. The role of MNP in National Development Agenda, The New Constitution, Vision 2030, the MoE master plan, the TVETA strategy, the KATTI strategy and other relevant policies.
- III. Undertake an in-depth review of relevant literature with a view to providing informed technical guidance during the process;
- IV. Prepare for Strategic Planning workshop for the Board in close consultation with the top management on agenda, process and approach to be used, facilitate strategic planning workshop with the aim of providing induction of participants into the most important aspects of strategic planning to allow effective and productive contribution to the process; and to discuss and agree on the integral ingredients of the draft strategic Plan. The workshop shall be carried out in two parts (Part I for the Induction and expectations and Part II for Presentation of Draft Final Plan)
- V. Carry out a detailed review, document and submit a report on assessment of the level of implementation and achievement of the current strategic plan;
- VI. Undertake a situational analysis (SWOT analysis) for MNP, identifying the achievements, strengths, opportunities and threats, challenges, lessons learnt; carry out gap analysis, risk and stakeholder analyses and prescribed ways, mitigation measures and approaches to overcome threats, challenges and weakness;
- VII. Undertake a stakeholder's analysis of the political, economic, social, technical, environment and legal (PESTEL) issues affecting the polytechnic;
- VIII. Assess and determine the key success factors for the polytechnic;
- IX. Facilitate the Review of Vision, Mission, and Core Values of the Polytechnic;
- X. Assist in review of strategic objectives for the polytechnic. Determine the strategic themes and the strategic issues that need to be addressed in each thematic area, develop the Strategic objectives, articulate the strategies and determine the activities to be undertaken or programmes to be implemented, amongst others;
- XI. Assist the polytechnic in developing a comprehensive and sustainable "roadmap" setting the strategic direction and pace of MNP's work over the next 5 year and beyond in a coordinated and focused manner and come- up with a Strategic Plan;
- XII. Facilitate the goal setting, programme selection, and identification of the projected cost and benefits of the proposed programs and projects and prioritization process;
- XIII. Clearly outline the core and non-core business of the polytechnic;
- XIV. Broadly review the organization structure of the polytechnic and align it to the desired strategic direction and sustainability plan to facilitate successful implementation of the strategic plan;
- XV. Assist the polytechnic in identifying limited and manageable number of priorities based on cost and benefit analysis;
- XVI. Assist in the preparation of the budget for the proposed activities;
- XVII. Work with the polytechnic in developing the strategic plan for the period 2018/19- 2022/23 and facilitate the vetting process of the plan to ensure strategic plan is:
 - a. Viable, cost –effective and fit within the mandate of the polytechnic
 - b. Organized into short, medium- and long-term goals in line with the relevant ministries' plans and vision 2030.
 - c. Based on realistic assessment of the polytechnic's existing and potential financial, human, and infrastructural resources, which can safely be assumed to be provided.
 - d. Organized into an action- plan and work –plans with clearly defined roles and responsibilities, strong monitoring and evaluation plan, and realistic resource mobilization plan.
 - e. SMART: sustainable, measurable, achievable, realistic and time bound. Work with the Polytechnic to develop strategic model and result based Corporate Implementation

Matrix/ logical framework for the strategic plan with clear time frames, expected outputs, performance indicators and clear annual Targets to help focus the polytechnic's energy on achieving the strategic plan;

- XVIII. Develop a five-year sustainability plan entailing a complete resourcing plan - resource mobilization and planning as well as a risk assessment and mitigation plan to ensure the successful implementation of the five-year strategic plan;
- XIX. Determine the possible sources of finance and the resource mobilization strategies to be deployed;
- XX. Develop an effective Monitoring and Evaluation framework;
- XXI. Determine the key indicators to be used to monitor the performance of the polytechnic, both internally and externally;
- XXII. Share and discuss the developed draft strategic plan with the polytechnic with a view to eliciting technical comments that can be used to add value to the draft plan;
- XXIII. Facilitate a stakeholders' sorkshop for purposes of validation of the Plan;
- XXIV. Prepare the polytechnic's strategic plan for the period 2020/21 – 2024/25 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.
- XXV. Facilitate in preparing a media pullout and short version of the strategic plan culminating to the official launch of the plan.
- XXVI. Propose plans /policies/frameworks that are necessary to operationalize the strategic plan.

4. DUTIES AND RESPONSIBILITIES OF THE CONSULTANT

In the conduct of his work, the consultant shall cooperate fully with the project Implementation cnit 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 relevant stakeholders and shall submit for approval from time to time, according to the work programme, draft strategic and sustainability slan prior to proceeding with the production of final strategic and sustainability 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 analyzed 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 strategic and sustainability planning will be the direct responsibility of the General Manager, Planning and Environment.

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. **Preliminary Strategic Plan Report** detailing
 - a. Inventory and analysis report of information and data collected
 - b. Elaborating the agreed upon recommendations of the inception report and undertaking the situational analysis.
 - c. A comprehensive report of the current Strategic Plan entailing the achievements made regarding the current strategic plan objectives and recommendations.
- III. **Draft Strategic Plan Report** outlining the elaborate chapters as per the Ministry of National Planning guidelines.
- IV. **A draft final strategic and sustainability plan**

- V. **Final strategic and sustainability plan** with inputs from stakeholders and management of the polytechnic.

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 Principal who is responsible for overseeing and coordinating the consultant's inputs. Day to day coordination of the process shall be undertaken by the Project Implementation Unit of MNP. 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 Five [5] 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.

Reports	Time Frame
Inception report	4 weeks
Preliminary report	4 weeks
Draft Strategic Plan	4 weeks
Draft Final Strategic and Sustainability Plan	4 weeks
Final Strategic and Sustainability Plan	4 weeks[AWK1][Ma2]

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 upon acceptance by the client.
- II. Preliminary strategic plan report - 20% on presentation of the preliminary strategic plan report and its acceptance by the client.
- III. Draft final strategic and sustainability plan report - 30% on presentation of draft final strategic plan report and its acceptance by the client.
- IV. Final strategic and sustainability plan report - 30% on approval of the final strategic plan 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 strategic planning with a bias on the Public Sector Reforms 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 minimum qualifications and experience:-

10.1. Professional Staff

I. Project Coordinator/Team Leader

- i. Master's degree in Entrepreneurship, Strategic Management, Public Administration, Organizational Development, Business Administration or related field. A PhD in the aforementioned fields will be an added advantage.
- ii. General experience of 20 years and a minimum of 8 years' experience on Public Service strategic planning assignments, resource mobilization, business planning, organizational design and development or related assignments.
- iii. Working experience in leadership position in private or public institutions consultancies for over 15 years.
- iv. Demonstrated experience in the design and implementation of 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 afore mentioned 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;

Legal Expert

The legal Expert shall be a qualified and competent person with extensive experience in preparing Strategic and Business Plans for organizations in the infrastructure field. He/she must possess a Bachelor's degree in Law from a recognized University and must be an advocate of the High Court of Kenya with a valid practicing license.

Must have a minimum of 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 (preparing 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, Strategic Management, Corporate Governance;
- An appreciation of the Government of Kenyan Education sector structure;
- Exposure to management practices in the Public Sector shall be an added advantage; and,
- Good oral and written communication and excellent interpersonal skills is essential

III. Monitoring & Evaluation Expert

Monitoring and Evaluation Expert shall be a qualified and competent person with extensive experience evaluation and monitoring of infrastructure programs and in preparing Strategic 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, 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.

V. Resource Mobilization expert

- A Master's Degree in Economics, Finance, Strategic Management, Public Administration, Business Administration or related field.
- A minimum of 10 years' experience in Public Service resource mobilization, grants management, financial planning or related assignments
- Working experience in leadership positions in private or public institutions.
- Demonstrated experience in the design and implementation of resource mobilization plans

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

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

Firm's Experience

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

Firm's Experience in preparation of Strategic Plans	- 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 10 years 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	Team Leader – Strategic Planning Expert	Master’s Degree, Strategic planning, economics or business related			10
2	Institution Development Expert	Master’s Degree, economics, business related			5
3	Legal Expert	First degree in Law; must be an advocate of the High Court of Kenya with a valid practicing license.			3
4	Monitoring and evaluation expert	First Degree, M&E, economics, sociology, business related			4
5	Human resource expert	First Degree, Human resource			4
6	Resource Mobilization expert	Master’s Degree, economics, business related			4
	TOTAL				30

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	- 40 marks

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 strategic 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.