

## **Terms of Reference for Consultancy to develop a Value for Money Framework for Skills for Prosperity Programme - Kenya**

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### **1. Purpose**

Leonard Cheshire is leading a consortium to deliver a new programme named Skills for Prosperity Kenya (S4PKe). We are currently seeking a consultancy (either a firm or qualified individuals) with the capacity to develop a Value for Money framework (under the headings of Economy, Efficiency, Effectiveness and Equity), linked VfM indices and an action to improve value for money on the Skills for Prosperity Kenya (S4PKe) programme. It is expected that this framework will inform the implementation of VfM strategies throughout the life of the programme. The successful consultancy firm will have extensive experience developing VfM frameworks for large complex multi-country DFID programmes. The assignment will be delivered between December 2020 to January 2021.

### **2. Context**

Leonard Cheshire is a leading pan-disability organization supporting inclusive programmes on education and employment. Internationally we have placed over 80,000 people with disabilities in jobs and livelihood programmes.

Skills for Prosperity Programme (S4PKe) is a new FCDO-funded programme which began in October 2020. Over 2.5-years, S4PKe will provide technical assistance to improve the quality, relevance, equity, and cost-effectiveness of higher education (HE) and technical and vocational education and training (TVET) in Kenya. The programme aims to improve the skill levels, employment rates, and productivity of beneficiaries, particularly for women, low-income youth, and persons with disabilities. A key pillar of the programme will include providing technical assistance towards the National Open University of Kenya set-up. Leonard Cheshire is leading the S4PKe consortium, which consists of the ILO, The Open University (UK), Federation of Kenyan Employers, Forum for African Women Educationalists, Warwick Institute for Employment Research, Edukans and Capital Strategies.

The programme will deliver three core strands of activity,

Strand 1: Strengthening education to industry links at the institutional level, tailored to priority sectors key to county or national development.

Strand 2: Developing an enabling environment for a strong skills eco-system through technical assistance and capacity building – including enhanced institutional capacity and capability.

Strand 3: Improving access to HE and TVET education for marginalized and unemployed youth.

The programme's intended impact is increased capacity for inclusive economic growth due to increases in labour productivity, which will contribute to poverty reduction.

### 3. Deliverables

The consultant(s) will produce the following deliverables:

- A Value for Money framework for the Skills for Prosperity Kenya (S4PKe) programme that utilises the DfID's 4Es framework of Economy, Efficiency, Effectiveness and Equity
- Develop SMART recommendations (together with linked VFM indices and an action plan) to improve value for money on the Skills for Prosperity Kenya (S4PKe) programme

The assignment is expected to commence in December 2020 and be completed in February 2020. The consultant will be expected to submit a costed delivery workplan as part of their response to the request for proposals

### 4. Scope

The Value for Money (VfM) framework must strongly align with the S4P Global VfM indicators and Framework, the S4P Kenya Results Framework as well as the S4P Monitoring Reporting Evaluation and Learning Framework (MREL). Reference shall also be made to the VfM proposal outlined in the project proposal document submitted by LC.

The product shall include a narrative plan, with VfM indicators aligning with the S4P VfM Indicator Framework (VfM IF), setting out how the programme is purchasing inputs at the best prices for desirable levels of quality; and managing processes to increase savings and efficiencies, to ultimately achieve optimal impact for the targeted beneficiaries (including women and vulnerable groups) with the given resources

### 5. Requirements

The Value for Money Framework should meet the following requirements:

- A narrative outlining the country programme VfM approach i.e. how the 4Es will be measured in this country programme's context
- The fund conceptualises VfM by considering:
  - ☐ Economy (minimising input costs) – a clear approach to cost containment, procurement and the purchasing of inputs.
  - ☐ Efficiency (maximising the conversion of inputs to outputs) - demonstration of productive governance / management processes, and wise use of resources towards the country programme interventions.
  - ☐ Effectiveness (maximising the conversion of outputs to outcomes, including intermediate outcomes) - demonstration of diligent risk management, regular review of the ToC, and review of opportunities for leveraging economies of scale where activities overlap.
  - ☐ Equity (ensuring benefits are distributed fairly) - demonstration of how distributional effects are being considered through the other 3 Es, and how the other 3Es are being balanced with the need to improve the reach of the programme to women and vulnerable groups.

- Clearly defined VfM learning questions, that can be answered through analysis of data from the VfM indicators, the insights from which can inform programme adaptation to improve achievement of the 4Es in programming
- Governance, roles and responsibilities – outline of management and governance arrangements to promote the delivery of VfM
- VfM analysis reporting with timeframes harmonising with the same S4P/PF reporting cycles as for the MREL plan
- Learning, improvement and adaptation processes clearly set out with timeframes
- A selection of S4P VfM Indicator Framework indicators with at least 1-2 indicators across all 4 Es
- Benchmarking methods for each indicator (the comparison of unit costs across similar activities that had been implemented in the same area) and VfM monitoring and reporting arrangements

## 6. Timeline

The timeframe for this consultancy is between December 2020 to January 2021. The consultant should ensure the completion of the Value for Money Framework within this timeframe. The level of effort for this assignment is approximately **20 days**.

## 7. Qualifications of the Consultant

- Master's degree in Economics, Finance, Public Policy or related disciplines from a recognized university.
- Minimum 5 years of working experience in undertaking cost-benefit/effective/utility analysis and/or value for money studies with international development projects
- Previous experience of providing management advisory services on value for money and or developing VfM frameworks at international organizations or development agencies
- Previous involvement with and knowledge of donors (specifically DFID) that use VfM assessments is essential
- Evidence of strong analytical and report writing skills
- Evidence of experience leading large-scale studies
- A sound knowledge and understanding of DFID programming approaches and methodologies will be an added advantage.
- Demonstrated skills on preparing quality reports and other knowledge products
- A demonstrated commitment to high professional ethical standards; and strong ethical standards to safeguarding
- Excellent communication skills (written and oral), strong command of English language and excellent research and analytical writing skills
- Should be available within the period of the assignment
- Experience in and/or knowledge and understanding of Kenya context desirable

## 8. Application requirements

Please submit an **Expression of Interest** which should include the following:

- A detailed technical proposal including
  - Description of how your skills and experience match the TOR requirements,
  - Your understanding of the assignment
  - Proposed methodology and work plan
- A financial proposal: Should include a detailed budget in Kenya Shillings
- Your CV, including track-record of recent projects, references of at least three (3) recent clients.
- Sample of similar Value for Money Frameworks developed

## 9. Application submission

Please respond with your Expression of Interest to [Marjorie.Okora@leonardcheshire.org](mailto:Marjorie.Okora@leonardcheshire.org) by COB 31<sup>st</sup> December 2020.

Contract: Contractual obligations will be defined through a standard consultancy agreement, outlining deliverables, timelines, payments, and stating that the intellectual property will belong to Leonard Cheshire.