

TERMS OF REFERENCE

Assignment Title	National Consultant to Develop an Induction Manual for New Amkeni Grantees
Project	Amkeni Wakenya
Reference	KEN/IC/054/2021
Type of Contract	Individual Contract (IC)
Duration	20 working days spread over a period of two months
Submission Deadline	Thursday, 04 November 2021 by 5.00P.M Kenyan Time (GMT+3.00)
Duty Station	Nairobi, Kenya

Amkeni Wakenya wishes to recruit services of a National Consultant to develop an Induction Manual for new Amkeni grantees.

1. BACKGROUND/RATIONALE

Amkeni Wakenya is UNDP-K's flagship project focused on strengthening civil society organizations involved in promotion of democratic governance and human rights, in line with Sustainable Development Goal (SDG) 16. Since inception of the second phase of Amkeni Wakenya (2015-2022), Amkeni has so far supported over 70 CSOs with grants and technical support. Amkeni usually awards grants through a competitive process entailing publication of calls for proposal, followed by a rigorous selection process and due diligence. Upon the award of a grant, the project management unit (PMU) of Amkeni usually organizes induction workshops for new grantees to build their respective capacity in project and financial management as well compliance with UNDP grant management rules.

So far, the induction workshops are organized virtually of in-person (depending on the COVID-19 risk) and facilitated by in-house facilitators drawn from the various UNDP departments. Typically, the presentations explore such content as; Overview of UNDP and Amkeni Wakenya; contracting rules; financial management rules; procurement rules; monitoring and evaluation; reporting; ethical and integrity issues. The facilitators rely on customized learning materials that are usually delivered by way of PowerPoint presentations. These materials also serve as handouts to support post-workshop learning.

This approach to conducting the induction workshop has its limitations. First, the training materials are not standardized and therefore the impact of the same on the learners depend on the effort and style of the facilitator. Therefore, where a facilitator is not diligent enough, the content in the learning materials will be inadequate for the task. Secondly, with the introduction of virtual training sessions in response to the COVID-19 crisis, the facilitator-learner interface is minimized and therefore opportunity for interactive learning is impeded.

There is therefore risk of knowledge loss or transfer challenges.

Thirdly, post-workshop learning is usually undermined by failure by facilitators to furnish trainees with learning materials or loss of the same. Fourthly, with the rather high level of staff turnover exhibited by grantee organizations, there is risk of institutional memory, if the departing staff do not share the induction learning materials with their incoming colleagues.

Therefore to make the learning experience of inductees more holistic and permanent, Amkeni Wakenya is seeking a consultant to develop induction manual as a learning materials for facilitating inductions workshops and supporting the post-workshop learning phases.

II. OBJECTIVES OF THE SERVICE/WORK

The overall objective of the Consultant is to develop comprehensive and responsive induction manual to augment training and foster post-training learning processes for new Amkeni grantees.

III. SCOPE OF THE SERVICE/WORK

The Consultant is expected to discharge obligations against the terms of reference as set out below:

- Assess the training needs of new inductees.
- Review existing learning materials, methods and approaches used in induction workshop for identification of gaps
- Develop an induction manual documenting existing knowledge and approaches as well as incorporating best practices.
- Pilot the induction manual with Amkeni grantees and incorporate any new insights into the final manual.

The Consultant shall work in close consultation with the Project Manager, and the entire team at Amkeni Wakenya.

IV. EXPECTED OUTPUTS /DELIVERABLES

The proposed **20-day** consultancy to be implemented within a **two (2) calendar month period**.

Deliverables are as follows:

1. An inception report detailing methodology, approaches, schedule of activities and requirements for undertaking the consultancy;
2. A draft induction manual;
3. A final induction manual incorporating feedback from the pilot exercise.

V. METHODOLOGY/APPROACH OF THE ASSIGNMENT

The overall objective of the consultancy is to develop comprehensive and responsive induction manual to augment training and foster post-training learning processes for new Amkeni grantees.

The Consultant is expected to:

- Undertake needs assessments of the Amkeni inductees;
- Review existing learning materials, approaches and practices;
- Develop induction manual;
- Pilot the draft manual before finalization.

VI. LOCATION, DURATION AND TIMEFRAME OF THE WORK/DELIVERABLES/OUTPUT

This Consultancy assignment is expected to be completed within a period of **20 (twenty)** working days but within a period of two calendar months.

VII. INSTITUTIONAL ARRANGEMENT/REPORTING RELATIONSHIP

The Consultant will work under the overall direction and guidance of the Project Manager, Amkeni Wakenya and work in close consultation with the Capacity Building Officer.

The Consultant shall receive his/her Milestone based payments upon certification of the agreed tasks, as per the following payment schedule:

Full Payment	Deliverables	Percentage
Total Amount to be paid to the Consultant as per the signed agreement once all the deliverables have been approved.	<ul style="list-style-type: none">Inception reportDraft manualFinal manual	10% 40% 50%

VIII. COMPETENCE AND EXPERTISE REQUIREMENTS

Required Qualifications and experience (Expertise)

- Masters Degree in project management, organizational development, finance, business management or relevant social science;
- At least 5-10 years extensive professional experience working in the area of grants management, project cycle management and organizational development;
- Extensive experience in facilitating organizational development processes for civil society organization grantees, preferably in the democratic governance sector;
- Track record in development of learning materials (manuals, guidance notes, guides etc) for civil society organizations;
- References for Past Performance including contact Person and working details such as, phone and email;
- Familiarity with the UNDP grant management processes is a significant advantage;
- Strong work ethic characterized by open-mindedness, ability to co-create and work with others and desire to achieve results is critical.

IX EVALUATION CRITERIA

Only candidates obtaining a minimum (70%) on technical evaluation will be considered for the Financial Evaluation.

Consultant Evaluation criteria:

Criteria	Weight	Max. Point
Masters Degree in project management, organizational development, finance, business management or relevant social science	15%	15

At least 5-10 years extensive professional experience working in the area of grants management, project cycle management and organizational development.	35%	35
Extensive experience in facilitating organizational development processes for civil society organization grantees, preferably in the democratic governance sector	10%	10
Track record in development of learning materials (manuals, guidance notes, guides etc) for civil society organizations	20%	20
Familiarity with the UNDP grant management processes is a significant advantage.	10%	10
Strong work ethic characterized by open-mindedness, ability to co-create and work with others and desire to achieve results is critical	10%	10
Total Maximum obtainable points	100%	100

(X) SUBMISSION OF THE FINANCIAL PROPOSAL

Applicants are instructed to submit their all-inclusive fee proposal in Kenya Shillings using the financial proposal template provided (Offerors letter to UNDP).

The financial proposal should be all-inclusive and include a breakdown. The term ‘all-inclusive’ implies that all costs (professional fees, travel related expenses, communications, utilities, consumables, insurance, etc.) that could possibly be incurred by the Contractor are already factored into the financial proposal.

(XI) FINANCIAL EVALUATION (MAXIMUM 30 POINTS)

The following formula will be used to evaluate financial proposal:

$p = y (\mu/z)$, where

p = points for the financial proposal being evaluated y = maximum number of points for the financial proposal

μ = price of the lowest priced proposal z = price of the proposal being evaluated

(XII) APPLICATION PROCESS

Interested and qualified candidates should submit their applications which should include the following:

1. Detailed Curriculum Vitae
2. Proposal for implementing the assignment - template provided
3. Offerors letter to UNDP- template provided

Note: Email attachments must not exceed 5MB. Please split files if they exceed this size.

Note: The successful applicant will be required to complete a UNDP Personal History Form (P11) form prior to contracting.

Applications should be sent to consultants.ken@undp.org to reach us not later than 5.00 P.M on Thursday, 04 November 2021(Kenyan time - GMT+ 3.00)

Please quote: “KEN/IC/054/2021 – Develop an Induction Manual for New Amkeni Grantees” on the subject line.

DO NOT COPY ANY OTHER RECEIPT