
REPUBLIC OF KENYA



MINISTRY OF ENERGY

TERMS OF REFERENCE

FOR

**KENYA-OFF GRID SOLAR ACCESS PROJECT (K-OSAP)-
TRAINING NEEDS ASSESSMENT AND TRAINING STRATEGY**

REFERENCE: REOI: KE-MOE-101109-CS-QCBS

**Credit No. 6135-KE; PROJECT ID: P160009: THE KENYA OFF-GRID SOLAR ACCESS
PROJECT FOR THE UNDERSERVED COUNTIES (KOSAP)**

TERMS OF REFERENCE FOR PROVISION OF CONSULTANCY SERVICES FOR TRAINING NEEDS ASSESSMENT

1. BACKGROUND INFORMATION AND CONTEXT OF THE ASSIGNMENT

The Government of Kenya has received financing from the World Bank towards the financing of the Kenya Off-Grid Solar Access Project for underserved counties (K-OSAP). The project development objective is to increase access to modern energy services in underserved counties of Kenya. The project will be implemented in the fourteen (14) counties in the North and Northern Eastern parts of Kenya. These counties are Garissa, Isiolo, Kilifi, Kwale, Lamu, Mandera, Marsabit, Narok, Samburu, Taita-Taveta, Tana-River, Turkana, Wajir and West Pokot. The Project is been implemented by the Ministry of Energy (MoE), Kenya Power and Lighting Company (KPLC) and Rural Electrification Authority (REA).

a) The Project Components

The project has Four (4) components as follows;

- Component 1:** Mini-grids for Community Facilities, Enterprises, and Households to be implemented by Kenya Power & Lighting Company (KPLC) and Rural Electrification Authority (REA): This component finances procurement of construction, operation and maintenance of mini-grids. Nearly 120 mini grids will be implemented in the 14 underserved counties, in lots of 100-700 prospective users, with approximate total demand of 20-300kW. This component will have six (6) contract packages for Supply and Installation, and 7 to 12 years Operation and Maintenance (O&M) of mini-grids, with possible renewal of O&M contract period by the client.
- Component 2:** Standalone Solar Systems, and Clean Cooking Solutions for Households to be implemented by Ministry of Energy through debt facility as a financial intermediary (FI) and a grant facility as a management contract. This component has two sub components: Sub Component 2A - Standalone Solar Systems for households and Sub Component 2B - Clean Cooking Solutions for Households;
- Component 3:** Standalone Solar Systems and Solar Water Pumps for Community Facilities to be implemented by KPLC and REA: This component has two sub components: Sub-component **3A**- Standalone Solar Systems for Community Facilities and Sub-component **3B**- Solar Water Pumps for Community Facilities.
- Component 4:** Implementation Support and Capacity Building: This component has two sub components: Sub-Component **4.1**- Consumer Education and Awareness and Sub-component **4.2** - Implementation Support and Capacity Building.

The Project Implementing Agency, the MoE, has established a Project Coordination Unit (PCU) to focus and fully manage the day-to-day operation of the project. The PCU has been staffed with highly experienced key technical experts who will handle and manage the project implementation.

As the project involves a range of renewable energy activities in the participating counties, the MoE has recruited one Renewable Energy Officer for fourteen (14) target Counties to support the Project implementation and who are working very closely with the counties. It has also recruited seven (7) specialists in the following areas; Finance, Communication, Monitoring and Evaluation, Procurement, Environmental Social Safeguard specialist and Solar and cook Stoves Technical advisor.

b) KOSAP Implementation Support and Capacity Building (Sub-Component 4.2)

Training and Capacity Building

This TOR focuses on sub-component 4.2 aiming at enhancing skills and capacity building for the technical and non-technical staff in the Project Implementing Agencies (MoE, KPLC and REA) and the fourteen counties.

The sub-component will support all technical studies, implementation support, and capacity building of sector and counties. More specifically, the following are included; (a) Capacity building and training for addressing the skill set requirements in the Kenya Off-grid Solar Access Project (KOSAP), Project Coordination Unit (PCU) in the MoE and KPLC and REA, and the fourteen (14) counties.

- (a) Capacity-building activities in the sector and counties, for instance, related to solar technology, project management, and procurement, environmental and social safeguards for the sector entities, and monitoring and evaluation (M&E).
- (b) Relevant studies and contracts for the investment components of the proposed projects.
- (c) Support for the MoE in the development of an SPPM unit with the objective of providing effective coordination and oversight for policy development, strategic planning, and project design and implementation.

c) Key Capacity Building areas under the Project

The following key capacity building areas were identified at the project design stage to enable staff involved in the implementation of the project acquire relevant skills: (i) Energy, (ii) energy planning, (iii) resource mapping, (iii) energy regulation, (iv) electricity tariffs and pricing, (v) energy metering, (vi) procurement, (vii) project management and development options, (viii) distribution network design and construction, (ix) operation and maintenance, (x) renewable energy technologies, (xi) environmental and social management and energy fundamentals.

However, the Consultant shall be required to identify the right training and development need after the comprehensive Training Needs Analysis.

d) Rationale for Training Needs Assessment (TNA)

The MOE recognizes that continuous staff competency development is the backbone in achieving the Project's objectives. For this reason, the Ministry in collaboration with World Bank endeavors to provide, employees with opportunities to undertake relevant competency development programs. Indeed, the key piece of information the MOE needs to improve and to deliver on the Project objectives is to know what skills and knowledge is requires and what skills and knowledge exists currently. Further, the Ministry recognizes that Counties that are benefiting from the project will require long-term skills to effectively take over and manage the installations achieved under the project.

In view of the foregoing, the MoE wishes to engage a consulting firm to conduct a Training Needs Analysis and recommend how the identified gaps can be bridged. From the TNA, the consultant will prepare a Training Strategy to enable implementation of the identified interventions under the TNA.

2. OBJECTIVE OF THE ASSIGNMENT

The overall objective of the assignment is to identify key technical and functional capacity gaps and training needs to deliver the goals of the KOSAP and capacities of the counties to handle their energy related mandates as defined in the Project Appraisal document (PAD) and develop a training plan for the project. The assignment will focus both on the existing staff capacity within the Project coordinating unit, Project Implementation Unit and County handling KOSAP project with the view to identify training needs for the staff to deliver the expected functions and roles of the KOSAP effectively, while as appropriate recommendations on capacity strengthening (staffing level, portfolio division, etc.) can be provided.

Specifically the Training Needs Analysis (TNA) will therefore;

- Focus on the required performance needs of the Project as a whole, and individuals being assessed;

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- Determine the difference between the required key skills and actual skills levels possessed by the target group; and
 - Explore causes and reasons for any existing performance gaps as well as strategies to eliminate them.
 - Enable realisation of the suggested interventions contained in the TNA.
 - Identify recommendations regarding enabling environment and institutional arrangements, which would impact retention as well as utilization of acquired skills.

3. SCOPE OF WORK

The consultant shall undertake the following tasks.

Task 1: The capacity gaps assessment:

The Project appraisal document defines key functions to be performed by each of the implementing agency within KOSAP. In this context, the assignment will assess the level of desired capacity and existing capacity, particularly focusing on technical and functional capacities required to perform the functions. The consultant shall identify specific desired technical and functional capacities to perform the functions based on the expected roles and responsibilities of the KOSAP as indicated in the Project Appraisal Document (PAD).

Task 2: Identification of training needs and development of a training plan:

Based on the capacity gap assessment and understanding of functions to be performed by KOSAP validated through the workshop, the consultant shall identify priority key training needs and develop a training plan for 4 years for KOSAP staff. The consultant shall also make recommendations regarding enabling environment and institutional framework/arrangements which would impact utilization of acquired skills. Specifically the consultant will be expected to undertake the following;

- (a) Develop tools for training needs assessment; share the tools with the implementing Agency, MoE for review; pre-test the tools and there-after administer
- (b) Determine critical skills needed for each role/job;
- (c) Conduct an inventory of current skills possessed;
- (d) Determine knowledge, skills, competencies required on the following levels;
 - (i) Project Implementing entities in the fourteen (14) counties specifically staff working under the energy directorates and members of the county working groups
 - (ii) The PCU Consultants and MoE staff
 - (iii) Individual staff in PIU's (KPLC and REREC)
 - (iv) Members of the Technical working groups (TWG)

- (e) Identify critical areas of training needs according to project’s key capacity building areas and prioritize them;
- (f) Align the knowledge, skills and competencies acquired with the project objectives;
- (g) Compile, analyse and interpret findings of the training needs assessment;
- (h) Make recommendations on the training and non- training interventions to address the performance gaps;
- (i) Submit a comprehensive analyzed Training Needs Assessment Report.

Task 3: Training Strategy:

Following completion of the TNA and after the approval of the report, the consultant shall proceed to prepare a Training Strategy for the implementation of the identified Training Needs and interventions. The strategy will indicate the training packages and modules, the nature of service providers that would be required, the targeted staff and the duration of the suggested training. The Training Strategy will enable the training providers align training programmes with the goals and objectives of the Project. The strategy will also outline the timelines for the capacity biding activities.

Task 4: Training Evaluation:

Following the completion of the training programmes, the consultant will be expected to carry out an evaluation and impact of the trainings conducted to measure level of skills, knowledge and competencies passed on to the recipients of both group and individual trainings.

4. DELIVERABLES

The Consultant will be expected to undertake the following actions and deliver the following outputs:

Deliverable	Duration
i. Inception Report	Within 2 Weeks of Commencement/kick-off of the Assignment. The Inception Report shall outline key findings from the desk review, key areas where further interviews will focus on, and a draft programme for the validation workshop. If survey, semi-structured interviews and/or self-assessment tools are to be used, the Inception Report shall include questionnaires or any other tools for needs/gaps assessment. For the proposal to be fully owned by the KOSAP project

ii. Training Needs Analysis Report	Draft Report within 4 Weeks of Approval of Inception Report, including a dissemination workshop of the findings. KOSAP will provide feedback/inputs to the draft within 5 days of the receipt of the Draft Report.
	Final Report within 2 Weeks after receipt of comments on the draft TNA Report. For the training needs report to be owned and mainstreamed into the KOSAP from the assignment, it is anticipated that the consultant will organize a workshop for KOSAP and county staff.
iii. Final Training strategy Report	Draft Report within 3 Weeks of Approval of the TNA Report including a dissemination workshop of the findings
	Final Report within 2 Weeks after receipt of comments on the draft Training Strategy Report. For the training strategy to be owned and mainstreamed into the KOSAP from the assignment, it is anticipated that the consultant will organize and workshop KOSAP and county staff on the training strategy prior to it being finalized.
iv. Final Training Evaluation report	Final Report within 6 weeks after completion of the training program.

Note: The Consultant will be expected to plan and cost for the three Workshops, which will be held in Nairobi, this will involve hiring a conference facility for one day for 58 participants i.e. (28 county executives and 30 staff drawn from both the KOSAP PCU, PIU and TWG), paying for transport and two days per diems for 28 county staffs i.e. two drawn from each of county's supported, by KOSAP. The DSA's rates shall be determined by prevailing Government rates (SRC guidelines for issuance of DSA's for public servants). Also note that 14 of the 28 staff are in job group S whereas the remaining 14 are in job group N; this cost should be factored in the financial proposal as a reimbursable expense.

5. QUALIFICATIONS OF THE CONSULTANCY FIRM /EXPERTISE REQUIRED FOR THIS ASSIGNMENT

- (a) The bidding firm must have been in existence for not less than five (5) years
- (b) The firm must have undertaken skills gap analysis, human capital development; training needs assessment or Organization Design assignments in the last three years.

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- (c) The bidding firm shall provide detailed CV for each of the Consultant assigned to this project clearly stating the roles to be undertaken by each;

6. TEAM COMPOSITION & QUALIFICATION REQUIREMENTS FOR THE KEY EXPERTS

The organization or consulting firm should have the following mix of skills and competencies:

Overall qualifications/ experience of the consulting firm:

- a) Human Resource Management
- b) Leadership and Innovation Management
- c) Data Collection Tools Design
- d) Web-based System Design
- e) Demographic Data Collection and Analysis
- f) Project Management
- g) Training, Capacity Building and Change Management
- h) Technical knowledge on renewable energy technologies

General Qualifications

- Team Leader should have at least 10 years experience at senior level involved in Leadership, Strategic Management, Human Resource coordination of data collection and studies
- Human Resource Consultant with more than 10 years experience in Coordination of large Training Needs data collection studies
- Web-based System Integration specialist with at least 5 years of experience in the area of systems design, development and deployment.
- Innovation and Change Management expert with 5 years experience and a proven track record of working with the public sector.

Qualifications, Skills and Experience Required of the Consultants

Team Leader

- Have postgraduate qualifications in Human Resources Management, Leadership, Change Management, Business Administration or Management; or any other relevant field from a recognized University;

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- Have a minimum of at least five (10) years' experience in undertaking human capital development, training needs assessment and organization design;
 - Be a Management consultancy expert with experience in Organizational Development and Change, Human Resource Management specifically in training, organization design, change and performance management;
 - Must have undertaken a minimum of three (3) consultancies in the following areas; strategy execution, skills gaps analysis, human capital development, training needs assessment and organization design in the public sector;
 - Proven proficiency in computer applications including development and use of HR data collection tools and other relevant software packages will be added advantage;
 - Excellent analytical, research, writing and communication skills with ability to express ideas clearly, concisely and effectively, both orally and in writing will be added advantage;
 - Strong interpersonal skill and ability to work under pressure with minimum supervision;
 - Excellent spoken and written English.

Team Member 1

- A university degree in Leadership and or Programme Management. A postgraduate qualification and or degree in Computer Science, Sociology, Change Management, Innovation Management, Economics is an advantage.
- Minimum of ten (10) years of progressively responsible professional work experiences in program design, monitoring and evaluation.
- Experience in undertaking needs assessment or undertake strategic approaches for program monitoring and evaluation and assessment of best practices and lessons learned.
- Expertise and experience in the research and/or development sector contexts and programmes
- Familiarity with participatory approaches and ownership-development strategies;
- Excellent analytical, research, writing and communication skills;
- Strategy Development, Large autonomy; high flexibility and adaptation capacities to the contexts and environment, solution-oriented
- Strong interpersonal skill and ability to work under pressure with minimum supervision.

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- Excellent spoken and written English.
 - Prior knowledge in the field of Population Data Collection, Management and Analysis

Team Member 2

- At least masters degree in International Development, Development Economics/Planning, Economics, International Relations/ Diplomacy or any other relevant university degree;
- At least 10 years of experience in public financial management and aid management processes and issues, capacity development, organizational development, training, and other relevant fields;
- Experience in Planning, Budgeting, Programme and Strategy Development Processes for both National and Regional levels;
- Proven record in training needs assessment, capacity development assessment, capacity development strategy, preferably in Africa;
- Knowledge and understanding of aid effectiveness agenda and aid management process in Kenya;
- Excellent written and verbal communication skills in English. Fluency in spoken Kiswahili will be added advantage.

Team Member 3

- University Degree in Mathematics and or Computer Science or Engineering, Post – Graduate Qualification in Computer Science will be an advantage
- Skills in development of web-based systems for data collection and analysis
- Minimum 5 years of relevant professional experience.
- Proven capacity to supervise and coordinate all administrative and technical aspects of HR data Collection
- Excellent written and spoken English. Knowledge of Kiswahili would be an asset.
- Demonstrated ability to work in a multicultural environment and establish harmonious and effective relationships.

Team Member 4

- Have a postgraduate degree from a recognized university.

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- Have a minimum of three (3) years working experience in Human Resources Management undertaking skills gap analysis, human capital development, training needs assessment and organization design in the public sector.
 - Proven proficiency in computer applications including Human Resources information systems (HRIS) and relevant software tools will be added advantage.
 - Proven proficiency in computer applications including Human Resources data collection tools and or Human Resources Information systems (HRIS) and other relevant software packages will be added advantage.
 - Excellent communication skills, with ability to express ideas clearly, concisely and effectively, both orally and in writing will be added advantage.

The table below indicates the required time input for each of the experts:

#	Expert	Time Inputs (Man Months)
i.	Team Leader	6 (spread over 6 months period)
ii.	Team Member 1	4 (spread over 6 months period)
iii.	Team Member 2	4 (spread over 6 months period)
iv.	Team Member 3	4 (spread over 6 months period)
v.	Team Member 4	4 (spread over 6 months period)

NB: It is envisaged that the consultant shall schedule resources to take care of the training and evaluation component as indicated in the ToR

7. CLIENT SUPPORT, COMMUNICATION AND QUALITY ASSURANCE

The consultant will work under the direct supervision of the Project Coordinator KOSAP, with technical and advisory support provided by the Training Committee for KOSAP. In ensuring the quality of the work undertaken, an inception meeting will be held between the KOSAP and the consultant to agree on expectation, scope of the work, and a specific work plan on the basis of an inception report. Regular briefing will be provided to the Project Coordinator as well as the training Committee for KOSAP to update on the progress as well as to discuss any issues, which requires decisions/guidance from the KOSAP. Prior to the consultant concluding the work, a de-brief meeting will be held to discuss any further issues which requires further follow-up.

8. DURATION OF THE ASSIGNMENT

The study is expected to start within the Month of January 2019 for duration of 6 months with the final report on the study submitted in the month of June 2020. The Consultant will also be expected to travel to all the targeted fourteen counties supported under the project.