



National Council for Nomadic Education in Kenya

Integrated Mechanisms for Poverty Reduction and Sustainable Education (IMPRESSED) Project

Project ID No.: P-KE-IA0-005
ADF Loan No: 2100150043643

Terms of Reference

For the Provision of

**Individual Consultancy for Project Management, Sustainability, and Institutional
Capacity
(Support Services for Strengthening Institutional Capacity and Coordination) in 12
ASAL Counties in Kenya**

OCTOBER 2026

A. BACKGROUND

The Government of the Republic of Kenya has received financing from the African Development Fund, through the African Development Bank Group, to implement the Integrated Mechanisms for Poverty Reduction and Sustainable Education (IMPRESSED) Project. The Project is implemented by the Ministry of Education through the National Council for Nomadic Education in Kenya (NACONEK), the Executing Agency.

The Project Development Objective is to increase access to quality and inclusive education for out-of-school children aged 6–17 years, improve skills development and employment outcomes for out-of-school youth aged 18–35 years, and promote sustainable and resilient livelihoods for households with out-of-school children in Kenya's arid and semi-arid lands. The Project targets Mandera, Garissa, Wajir, Marsabit, Tana River, Kilifi, Samburu, West Pokot, Turkana, Makueni, Kajiado and Homa Bay counties.

IMPRESSED is a multi-component, large-scale public investment that combines education access, climate-responsive infrastructure, water and sanitation, school feeding, farming, clean energy, digital innovation, skills pathways and livelihood interventions. Its successful implementation requires coordinated planning, clear governance, timely decision-making, compliance with Government of Kenya and African Development Bank requirements, reliable reporting, institutional learning, resource mobilization and arrangements that sustain benefits after external financing ends.

Component 4 of the Project supports project management, capacity building, audit, design and supervision, compliance, reporting and evaluation. NACONEK therefore intends to engage a qualified Individual Consultant to strengthen project management systems, sustainability planning, institutional capacity and coordination. The Consultant will provide advisory and implementation support to the Accounting Officer and Project Coordination Unit (PCU), while NACONEK retains responsibility for executive decisions, fiduciary management, procurement, contract award, approvals and official representation of the Government. Other Component 4 activities, including the financial and procurement audit; hydrogeological, geotechnical and topographical surveys; development of regulations for the integration of Duksi, madrassa and PPI into formal basic education; and mentorship and psychosocial support for OOSC, shall be delivered by NACONEK or procured separately and are outside the scope of this assignment.

B. PURPOSE AND OBJECTIVES

Overall Objective

To strengthen NACONEK's capacity to effectively plan, coordinate, implement, monitor, institutionalize and sustain the IMPRESSED Project in accordance with national requirements and the African Development Bank financing framework.

Given the scale of these institutional objectives, the Individual Consultant shall lead delivery of objectives 1 and 2 below through direct advisory and coordination support, and shall provide advisory, coaching and quality-assurance support toward objectives 3 to 5. Detailed technical and training work under objectives 3 to 5 shall be carried out by NACONEK's own staff or by specialist inputs procured separately by NACONEK, integrated into the Project's management systems by the Consultant.

1. Project Governance, Planning and Performance Management

- Strengthen project governance, integrated planning, coordination, risk management, quality control, decision tracking and performance reporting.
- Provide timely technical support for progress reporting, reviews, evaluations, project completion and management decision-making.

2. Policy, Financial and Development-Partner Compliance

- Align project implementation with the Financing Agreement, Project Appraisal Report, Kenya Vision 2030, the Medium-Term Plan, sector policies, public finance requirements and applicable African Development Bank policies and procedures.

3. Sustainability, Institutionalization and Exit Planning

- Develop and operationalize practical sustainability, institutionalization, asset-governance and exit arrangements for project investments and services.

4. Institutional Capacity and Knowledge Management

- Assess and strengthen NACONEK's institutional systems, staff competencies, standard operating procedures and knowledge-management arrangements.
- Facilitate institutional learning and the transfer of systems, tools and knowledge to NACONEK and implementing partners.

5. Stakeholder Coordination and Partnerships

- Strengthen stakeholder coordination to support effective implementation and long-term sustainability.

C. SCOPE OF SERVICES

The Individual Consultant shall undertake the assignment personally through the following integrated workstreams, working closely with the Project Coordination Unit (PCU) and NACONEK-designated counterparts, and drawing on short-term specialist inputs procured separately by NACONEK where the scope of a specific workstream requires it:

1. Inception, diagnostic assessment and work planning. Review relevant Project and institutional documents; confirm the assignment methodology, governance interfaces, priorities, assumptions and reporting requirements; assess existing management and institutional systems; and prepare an inception report, detailed annual work plan, risk register and quality-assurance framework.

2. Project governance, management and coordination systems. Support the PCU to maintain an integrated master work plan, responsibility matrix, implementation calendar, decision and action trackers, issue-escalation procedures, risk register, coordination protocols and consolidated performance dashboard. Support preparation and follow-up of management, steering committee, multi-sectoral committee, development partner and inter-agency coordination meetings.

3. Compliance monitoring and advisory support. Track Project activities and documents against the Financing Agreement, Project Appraisal Report, national development plans, education and ASAL policies, public finance and public investment management requirements (including Public Investment Management Information System (PIMIS) compliance), and applicable AfDB policies; maintain a compliance monitoring log; and advise the PCU on corrective action where gaps are identified.

4. Sustainability and institutional capacity advisory. Advise NACONEK on sustainability, institutionalization and exit-planning priorities, and on institutional capacity gaps and coaching needs for PCU and NACONEK staff; support prioritization and sequencing of this work; and guide, quality-assure and integrate outputs from any specialist inputs commissioned by NACONEK for detailed technical assessments, sustainability frameworks or capacity-building programmes.

5. Reporting, documentation and review support. Maintain core Project records, decision logs and document control; prepare or consolidate periodic reports on project management, compliance and sustainability progress; and provide technical inputs to quarterly and annual reports, supervision missions, audits, mid-term review, results reviews and Project completion.

6. Annual performance review, renewal readiness and handover. Conduct an annual performance and institutionalization review, update the risk and compliance frameworks, document achievements and outstanding actions, and prepare a complete handover and next-cycle implementation package.

D. EXPECTED DELIVERABLES AND IMPLEMENTATION SCHEDULE

All deliverables shall be submitted in editable electronic format and as signed final versions. Acceptance shall be based on completeness, accuracy, practical usability, supporting evidence, compliance with the approved work plan and written approval by NACONEK.

No.	Deliverable	Minimum Content / Acceptance Evidence	Indicative Timeline
1	Inception and Institutional Diagnostic Report	Confirmed methodology; institutional and project-management systems assessment; detailed annual work plan; risk register; quality-assurance plan; reporting calendar and templates.	Within 2 weeks
2	Project Governance and Management Systems	Integrated master work plan; governance and coordination structure; responsibility matrix; decision, action, issue and risk	By end of Month 3

No.	Deliverable	Minimum Content / Acceptance Evidence	Indicative Timeline
	Package (including Compliance Monitoring Log)	trackers; compliance monitoring log (including PIMIS compliance); meeting and escalation protocols; consolidated management dashboard.	
3	Sustainability and Institutional Capacity Advisory Note	Sustainability, institutionalization and exit-planning priorities; institutional capacity gaps and coaching plan; recommendations on any specialist technical inputs required; preliminary handover and ownership considerations.	By end of Month 5
4	Mid-Year Project Management Report	Progress against work plan; governance and compliance status; risk and issue analysis; sustainability and institutional capacity advisory actions; management decisions and revised implementation priorities.	By end of Month 7
5	Periodic Advisory and Progress Reports	Monthly action and risk updates; quarterly consolidated progress, compliance and sustainability reports; meeting and mission support records.	Monthly and quarterly
6	Mid-Term Performance Review Report	Consolidated Year-1 results; status of corrective actions; interim compliance and sustainability status; recommendations for the second year of implementation.	By end of Month 12
7	Final Performance, Handover and Completion Report	Consolidated results over the full assignment; status of corrective actions; complete handover of records, tools and repository; recommendations for sustaining project management, compliance and institutional-capacity systems after the assignment ends.	By end of Month 24

E. METHODOLOGY AND PERFORMANCE STANDARDS

The Individual Consultant shall propose a practical, results-oriented and participatory methodology. At minimum, the approach shall:

- Use a clear inception and diagnostic process that validates priorities with NACONEK and translates findings into implementable systems and actions.
- Integrate project management, compliance, and sustainability and institutional advisory into a single coherent approach rather than treating them as separate activities, coordinating closely with NACONEK and any specialist inputs engaged separately.
- Use simple, maintainable and auditable tools that can be adopted by NACONEK without long-term dependence on the Consultant.
- Apply evidence-based decision-making, documented quality assurance, version control, risk escalation and timely corrective-action follow-up.
- Embed inclusion, climate resilience, safeguarding, integrity, data protection and value for money in all systems and recommendations.
- Prioritize knowledge transfer through coaching, joint preparation of outputs and documented handover to designated counterparts.

The Individual Consultant shall perform the services with professional independence and due care. Advice shall be consistent with the approved Project scope and shall not amend the Financing Agreement, authorize expenditure, make procurement decisions or bind NACONEK without written authority.

F. REPORTING AND INSTITUTIONAL ARRANGEMENTS

The Individual Consultant shall report to the Secretary/Chief Executive Officer of NACONEK through the IMPRESED Project Coordination Lead. A designated Project Coordinator shall serve as the day-to-day focal point for review of work plans, coordination, access to information and processing of deliverables.

NACONEK shall retain responsibility for strategic and fiduciary oversight, approvals, procurement decisions, contract management, official Government and Bank communications, and acceptance of deliverables. The Consultant shall not substitute for the Accounting Officer, PCU, statutory bodies, auditors or procurement and evaluation committees.

G. CLIENT FACILITATION

NACONEK shall, subject to availability and applicable procedures, provide:

- Relevant Project documents, existing policies, reports, plans, data and institutional information required for the assignment.
- Introductory letters and reasonable access to NACONEK personnel, implementing partners and Project stakeholders.
- Designation of counterpart personnel and timely coordination of reviews and approvals.
- Meeting facilities at NACONEK when required and agreed in advance.
- Facilitation to the Individual Consultant when visiting sampled target counties which are out of the NACONEK Headquarters and during other assignments out of Nairobi.

Unless otherwise stated in the contract, the Individual Consultant shall provide his/her own office facilities, equipment, connectivity, insurance, transport, accommodation and other resources necessary to deliver the assignment.

H. DURATION AND WORK LOCATION

The assignment period shall be twenty-four (24) months from the commencement date. Subject to satisfactory performance, continued need, availability of financing and the required approvals, the contract may be extended beyond twenty-four (24) months during the Project life cycle. The Consultant shall prepare an activity schedule that identifies critical milestones and allows sufficient time for NACONEK's review and approval of deliverables.

The Individual Consultant may be based in Nairobi and shall undertake regular visits to NACONEK's Secretariat and periodic visits to a sample of target Project counties, as agreed with NACONEK. The Consultant shall maintain sufficient availability and responsiveness to attend to time-sensitive Project and institutional requirements.

I. QUALIFICATIONS AND EXPERIENCE OF THE INDIVIDUAL CONSULTANT

The Individual Consultant shall demonstrate the professional, technical and personal capacity required to undertake the assignment. At minimum, the Consultant shall meet the following requirements:

- Be a qualified individual, legally eligible to provide consultancy services in Kenya, and submit the required identification, tax compliance and eligibility documentation (national identification/passport, KRA PIN and valid tax compliance certificate).
- Hold a Master's degree in Project Management, Public Administration, Business Administration, Development Studies, Economics or a related field, and have at least twelve (12) years of relevant professional experience in project or programme management, institutional development, sustainability, public-sector reform, organizational capacity strengthening or related advisory services, including at least seven (7) years in a senior or lead advisory role on complex donor-funded or public-sector programmes. A PMP, PRINCE2 or equivalent project-management certification is an advantage.
- Have personally led or undertaken at least three (3) similar assignments during the last ten years, supported by contracts, completion certificates or client references.
- Demonstrate experience with Government institutions and multilateral or bilateral development partners, preferably including AfDB or another multilateral development bank.

- Demonstrate practical experience in public finance or public investment management compliance, and in sustainability, institutionalization or exit planning for public-sector or donor-funded programmes.
- Demonstrate experience in education and human capital programmes.
- Demonstrate sound personal quality-assurance, data-management, safeguarding, integrity and professional-conduct practices, and hold or be able to obtain professional indemnity/liability insurance where required by NACONEK.
- Submit a comprehensive, signed and dated curriculum vitae, together with professional references, academic and professional certificates and other evidence of qualifications and experience requested in the solicitation document.

J. TECHNICAL EVALUATION CRITERIA

Applications shall be evaluated out of 100 marks based on a comparison of the qualifications and experience of Individual Consultants. A submission must obtain a minimum score of 75 marks to be considered further. Failure to meet the minimum qualification requirements or to submit a signed curriculum vitae and supporting evidence may render a submission non-responsive, subject to the solicitation document.

No.	Criterion	Scoring Basis	Maximum Marks
1	Relevant experience of the Individual Consultant	General professional experience in project management, institutional capacity, sustainability or public-sector advisory services (5 mks); At least three similar assignments personally undertaken or demonstrated experience in management of public sector projects for at least 15 years (9 mks); Experience with government and development partners or MDB-financed projects (4 mks); Education, ASAL or multi-sector experience (2 mks).	20
2	Understanding, methodology and work plan	Understanding of the assignment and comments on the ToR (5 mks); Responsiveness and practicality of the proposed approach (10 mks); Sequencing and quality-assurance arrangements (5 mks); Risk, compliance, knowledge-transfer and sustainability approach (5 mks).	20
3	Academic and professional qualifications and experience of the Individual Consultant	Relevance of academic qualifications (10 mks); Relevant professional certification, e.g. PMP, PRINCE2 or equivalent (5 mks); Depth and relevance of professional experience in project governance, compliance monitoring, and sustainability and institutional advisory (20 mks); Experience in education, ASAL or multi-sector programmes (5 mks).	40
4	Availability and logistical readiness of the Individual Consultant	Confirmed availability for the full assignment period; own office facilities, equipment, connectivity and arrangements for professional indemnity/liability insurance; field-coordination and continuity arrangements.	10
5	Knowledge transfer and institutional sustainability	Practical approach to building NACONEK ownership, transferring systems and tools, coaching counterparts and sustaining improvements after the assignment.	10
	TOTAL		100

K. PAYMENT SCHEDULE

The contract shall be implemented on a lump-sum, deliverable-based basis. Payments shall be made only after submission and written acceptance of the relevant deliverable, receipt of a valid invoice and compliance with contractual, fiduciary and tax requirements. Routine reporting and advisory support shall be integral to the milestones and shall not attract separate payment unless expressly provided in the contract.

Milestone	Accepted Deliverable	Payment
1	Accepted Inception and Institutional Diagnostic Report	10%
2	Accepted Project Governance and Management Systems Package, including Compliance Monitoring Log	20%
3	Accepted Sustainability and Institutional Capacity Advisory Note	15%
4	Accepted Mid-Year Report and cumulative monthly and quarterly advisory, compliance and sustainability reports	25%
5	Accepted Mid-Term Performance Review Report	15%
6	Accepted Final Performance, Handover and Completion Report and complete transfer of records and tools	15%
	TOTAL	100%

Where a milestone contains multiple outputs, NACONEK may withhold acceptance until all constituent outputs and supporting evidence are complete. Payment shall not relieve the Consultant of his/her responsibility to correct errors, omissions or non-compliance identified during review or subsequent use of the deliverables.

L. CONFIDENTIALITY, CONFLICT OF INTEREST AND OWNERSHIP

- All Project, institutional, financial, personnel, beneficiary and stakeholder information shall be treated as confidential and used only for the assignment. Disclosure to third parties requires prior written authorization by NACONEK.
- The Individual Consultant shall disclose any actual, potential or perceived conflict of interest and shall remain independent of contractors, suppliers and firms seeking Project contracts or benefits.
- The Consultant shall comply with applicable integrity, anti-fraud, anti-corruption, safeguarding, data-protection, occupational-safety and professional-conduct requirements.
- All reports, databases, matrices, plans, manuals, SOPs, concept notes, dashboards, training materials and other outputs produced under the contract shall become the property of NACONEK, subject to the contract and applicable law.
- The Individual Consultant shall maintain appropriate professional indemnity/liability insurance where required and shall be personally responsible for negligence, unauthorized disclosure, fraud or misconduct in the performance of the assignment.

M. PERFORMANCE MANAGEMENT AND ACCEPTANCE

Performance shall be assessed against the approved work plan, quality and timeliness of deliverables, responsiveness to management needs, practical adoption of systems, compliance status, risk resolution, sustainability and institutional capacity advisory progress, stakeholder satisfaction and effectiveness of knowledge transfer.

NACONEK may issue written notices requiring correction of deficiencies within a specified period. Repeated failure to meet contractual standards may result in withholding of payment, application of contractual remedies, non-renewal or termination in accordance with the contract. All final deliverables shall be signed personally by the Individual Consultant and accompanied by the supporting tools, records, evidence and editable source files required for verification and handover.