



## Terms of reference

### Project Coordinator in support to the PFMR Secretariat

#### 1. PROJECT DESCRIPTION

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The National Treasury has initiated several Public Financial Management Reform (PFMR) initiatives under the PFMR strategy 2013-2018. This PFMR strategy seeks to make Public Finance Management more efficient, effective, participatory and transparent resulting in improved accountability and better service delivery for Kenyans. The new County governments also have PFM responsibilities that are incorporated in the mid-term review 2016 of the PFM strategy to be integrated within the new PFM strategy that is to be produced in 2018. The current PFMR strategy has seven priority themes outlining key PFM reforms:

1. Macro-economic Management and Resource Mobilization
2. Strategic Planning and Resource allocation
3. Budget execution, Accounting & Reporting and Review
4. Independent Audit and Oversight
5. Fiscal decentralization and Intergovernmental Fiscal Relations
6. Legal and institutional frameworks
7. IFMIS and other PFM Systems

AFD has agreed to support the implementation of the PFMR Strategy, along with a sectoral budget support - GESDEK -financed by the World Bank, which uses the “Program for results” tool. The AFD support will be funded through two means:

- A soft loan in the form of a Sector Budget Support (SBS), of 30 million euros.
- A grant in the form of a Technical assistance support (TA) of 1.5 million euros, managed by Expertise France, the French public agency for international technical assistance.

The TA support will also aim to promote partnerships between Kenyan institutions and their French counterparts. The mobilization and coordination of the technical expertise will be ensured by Expertise France.

The PFMR Secretariat of the National Treasury will monitor the implementation of the TA support in conjunction with the other departments of the National Treasury and the Office of the Auditor General. The TA support will focus on five components:

Component 1: Strengthen the National Treasury capacity to improve the efficiency and effectiveness of Public investment

Component 2: Strengthen the National Treasury capacities on public procurement procedures

Component 3: Strengthen the National Treasury capacities for budget regulatory, fiscal risk management mechanisms, and debt management

Component 4: Strengthen the Office of the Auditor General capacity to ensure accountability and oversight of public resources.

Component 5: Strengthen the PFMRS capacity to improve the monitoring and communication of PFM reforms

In order to implement the TA, two long-term experts will be mobilized to complement the short-term supports.

One of the long-term experts (component 1 of the TA support above) will be specialized in public investment management and placed within the Public Investment Management Unit under the supervision of the directorate of Budget, Fiscal and Economic Affairs. The second long term expert (component 5 of the TA support above) targeted within those terms of reference will support the PFMR Secretariat.

The PFM Secretariat is a coordinating unit within the National Treasury dedicated to the PFM Reform strategy. The role of this unit is to manage the implementation of the PFMR Program, by reviewing the work plan implementation schedule and updating it periodically. The PFM Secretariat also insures the reforms communication and awareness as well as the monitoring and evaluation of the PFM Reform implementation.

## **2. PFMR EXPERT TASK AND RESPONSIBILITIES**

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By Project is meant the TA support funded by AFD with the 1.5 M EUR grant.

By GESDEK **Program** is meant the GESDEK co-financed by AFD's and the WB's soft loans.

The expert is part of the PFM Secretariat team. He/she is under the supervision of the PFMR Coordinator and will directly report to him. His/her contract is signed with Expertise France, he/she is therefore under the hierarchical authority of Expertise France Project director. He/she is in charge of (i) Project coordination and (ii) support to the PFM Reform implementation.

### **A. Support to Project and GESDEK Program coordination**

- The expert is responsible for the identification of the TA needs. Considering the foreseen activities for TA support as provided in annex 1, he/she will precise the needs in collaboration with each department concerned.

He/she will prepare and draft the various missions' terms of reference in cooperation with the National Treasury, Office of the Auditor General (OAG) and the Expertise France Project Coordinator. He/she will get support from the PIM expert, particularly for the component 1.

Referring to the short term missions, training programs and study visits, he/she is responsible for their preparation and implementation.

- The expert is responsible for coordinating of Project activities on a day-to-day basis. He/she shall provide a good leadership and coordination for the technical assistance to meet the goals within the contractual time limit, based on the terms of reference, the overall project

budget, and the work schedule approved by all the stakeholders. The expert will ensure the follow-up of the Project by reporting on the activities and updating the rolling work program bi-annually.

He/she will also have to work in good relationship with the PIM expert in charge of the component 1 of the Project. As such, he/she will participate to the bi-weekly Project meetings with the PIM expert and Expertise France Project Director.

The expert will ensure the good execution of the GESDEK Program and follow-up of disbursement-linked indicators. To implement the activities the expert will refer to the “GESDEK project operation manual” (POM) which provides strategies, rules, procedures and guidance for the implementation of the GESDEK.

He/she will facilitate the liaison with the GESDEK financiers (AFD and the WB) and other donors.

## **B. Support to PFM Reform implementation**

The expert will support in providing expertise to the PFMR Secretariat on the monitoring and evaluation and communication frameworks and implementation of the PFM reforms. He/she will also follow more specifically the implementation of the GESDEK Program.

The expert will facilitate the implementation of short-term expertise, if needed, in order to support the strengthening of the PFMR evaluation and monitoring systems. Against this background, the short term expert will propose a set of tools and methods to implement the monitoring of the PFM reforms and results. He/she will organize trainings to reinforce the PFMR capacity in terms of public policy evaluation, analysis of PFM performance (PEFA self-assessment).

The expert will also call upon short-term expertise, if needed, to support the implementation of the PFMR communication strategy. The communication will promote the progress brought by the PFM strategy in order to initiate a culture change in the administration, but also to raise citizens’ awareness on PFM reforms.

For all activities, the expert will focus on maximizing the transfer of skills to the PFMR, the other PFM stakeholders and the local experts with the help of formal and informal training programs (training sessions, seminars, workshops, study visits, etc.).

## **3. SKILLS AND QUALIFICATIONS**

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### **Qualifications and skills**

- Master’s degree in either public administration, finance, project management, economics or any other relevant fields
- Good experience in public administration and finance
- Ability to work in a multicultural environment and to understand various administration and public financial models
- Proficiency in English; ability to communicate in French would be an added advantage
- Good command of computer applications and information technologies (such as Word, PowerPoint, Excel, Internet browsers) and monitoring and evaluation tools
- Ability to work as part of a team
- Capacity to handle sensitive issues with discretion in a multicultural environment

**General and specific professional experience:**

- A minimum of 8 years' experience related to PFM in the East African region
- Experience of at least two years as in coordination or supervision of capacity building programs with public authorities (at the National Government level) is required.
- Specific knowledge and experience in managing experts and organizing missions as Project coordinator.

**4. PROJECT DURATION**

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The Project will start in August 2018 and the PFMR expert should ideally start his /her appointment in September 2018.

The Project and the expert contract durations are expected to be 36 months.

If interested, please send you CV and Cover Letter to [julie.vaillot@expertisefrance.fr](mailto:julie.vaillot@expertisefrance.fr) and [juliette.guilloteau@expertisefrance.fr](mailto:juliette.guilloteau@expertisefrance.fr)

## ANNEX 1: Activities for TA support

Activities	Type of TA
<b>Component 1 : Strengthen the NT capacity to improve the efficiency and effectiveness of public investment</b>	
Support to the PIM Unit and of public investment procedures (24 months)	Long term TA 1 Short term TA
<b>2</b> Set up a training of trainers program on public investment procedures	Short term TA
<b>3</b> Study visit under PIM Department and PPD Department	Study visit
<b>Component 2: Strengthen the NT capacities on public procurement procedures</b>	
<b>4</b> Strengthen capacities to improve public procurement	Short term TA
<b>5</b> Study visit on public procurement	Study visit
<b>6</b> Strengthen the capacity to improve competitive dialogue and shorten the PPP procedures	Short term TA
<b>Component 3: Strengthen the NT capacities for budget regulatory, fiscal risk management mechanisms, and debt management</b>	
<b>7</b> Reinforce the process for budget regulatory mechanisms	Short term TA
<b>8</b> Strengthen the multi-year commitments monitoring and the corresponding budget elaboration	Short term TA
<b>9</b> Support the definition of a clear policy on borrowing capabilities, liabilities and debt management at national, SAGAs and county levels	Short term TA
<b>10</b> Strengthen capacities to improve SAGAs and State corporations overseeing	Short term TA
<b>Component 4: Strengthen the OAG capacity to ensure accountability and oversight of public resources</b>	
<b>13</b> Support to the Human Resources management	Short term TA
<b>14</b> Strengthen capacity on Financial audits	Short term TA
<b>15</b> Strengthen capacity on Performance audit	Short term TA
<b>16</b> Study visit on performance audit	Study visit
<b>Component 5: Strengthen the PFM Reform Secretariat capacity to improve the monitoring and communication of PFM reforms</b>	

<b>17</b> Support the implementation of AFD and GESDEK program	Long term TA (36 months) short term TA
<b>18</b> Assist in managing and roll out of a Monitoring-Evaluation (M&E) Framework	Short term TA
<b>19</b> Support in communication to PFM Reform & AFD project	Short term TA

## ANNEX 2 : MATRIX OF DISBURSEMENT LINKED INDICATORS – GESDEK PROGRAM

DLI	DLI deadline	2018	2019	2020	Baseline June 2017	Target	Determination of Financing Amount to be disbursed
		Maximum amount to be disbursed (M€)					
DLI 1a: PIM Unit established in NT	June 2018	1			Project Identification Circulars in place	PIM Unit established in NT	Pass/Fail
DLI 1b: Approved PIM Manual & user requirements for e-ProMIS which addresses key challenges in PIM including prioritization, costing and transparency	June 2018	1			No	Approved PIM Manual and user requirements for eProMIS	Pass/Fail
DLI 1c: UAT complete for enhanced eProMIS automating provisions of PIM Manual	June 2019		1,5		No	User acceptance test (UAT) complete for enhanced e-ProMIS automating provisions of PIM Manual	Pass/Fail
DLI 1d: Projects with capital allocations above KES 100 million which are in compliance with procedures in the PIM manual.	June 2020		2,5	4	0	In June 2019 = 5 projects In June 2020 = 10 projects	In 2018/19: 0,5 million € per project In 2019/20: 0.4 million € per project
DLI 2.3a: In year borrowing plan consistent with delivering cash for MDAs based on a compilation of the cash plans using the new system	June 2018	1			No	In year borrowing plan consistent with delivering cash for MDAs based on a compilation of the cash plans using the new system	Pass/Fail
DLI 2.3b: Average under performance of quarterly net domestic borrowing as a percentage of what is planned in revised in year cash plans	June 2020		1	2	70%	In June 2019 = under 40% of plan In June 2020 = under 35% of plan	2018/2019: 1m€ minus USD 0.2 m€ for every 1 %-point increment above the target. 2019/2020 : \$2m minus USD 0.4 m for every 1 %-point increment above the target.
DLI 3a: Roadmap agreed for upgrading eprocurement system including State Procurement Portal, aligned to requirements of PPDA Act, 2015 & Regulations	June 2018	1			IFMIS procurement module operational and aligned with the Public Procurement and Disposal Act, 2005	Roadmap agreed for upgrading e-procurement system including State Procurement Portal, aligned to requirements of PPADA and attendant Regulations	Pass/Fail

DLI	DLI deadline	2018	2019	2020	Baseline June 2017	Target	Determination of Financing Amount to be disbursed
		Maximum amount to be disbursed (M€)					
DLI 3b: UAT for upgraded e-procurement and State Procurement Portal Complete	June 2019		3		No	UAT for upgraded eprocurement and State Procurement Portal Complete	Pass/Fail
DLI 3c: Number of MDAs using the e-Procurement System in compliance with the Act, 2015 and Regulations for the full fiscal year and procurement data disclosed in SPP following OCDS.	June 2020			2	0	June 2020 = 5 MDAs (Comprising of 2 high spending Ministry/State Department and 1 Commission)	June 2020: 0,4 million€ for each MDA up to a maximum of 2. 0,4 million€ for each additional high spending MDA up to a maximum of 3.
DLI 5.2a: Approval of audit codes that classify risk clusters to enable efficient targeting of audit resource	June 2018	1			No	Approval of audit codes that classify risk clusters to enable efficient targeting of audit resource	Pass/Fail
DLI 5.2b: Enhanced Audit methodology and Quality assurance framework approved	June 2019		1		No	Enhanced Audit methodology and Quality assurance framework approved	Pass/Fail
DLI 5.2c: % of MDAs whose financial statement audits have been completed within 3 months after OAG receipt of final financial statements using an improved methodology, undergone quality assurance.	June 2020			1	0% of MDAs (new methodology not in place)	15% of MDAs	June 2020 - 1m€ minus 0.1m€ for every 1 %-point increment below the target.
DLI 5.2d: Months between receipt of final consolidated financial reports by OAG and submission of the audited financial statements to Parliament	June 2020		1	1	10 months	June 2019 = 8 months June 2020 = 6 months	- June 2019: 1m€ on a pass/fail basis. - June 2020: 1 million€ minus 0,5 million€ per month behind target
		5	10	10			