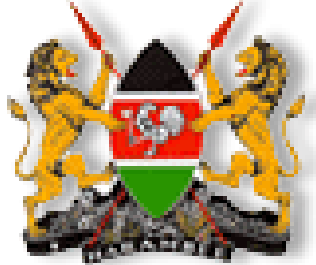


REPUBLIC OF KENYA

THE NATIONAL TREASURY

P. O. BOX 30007 00100

NAIROBI



THE NATIONAL TREASURY



CONSULTANCY SERVICES FOR THE FORMULATION OF THE KENYA PFM REFORM PROGRAMME COMMUNICATIONS STRATEGY

REQUEST FOR EXPRESSION OF INTEREST

NATIONAL COMPETITIVE BIDDING

TENDER NO: TNT/PFMRCU/EOI/01/2017

CLOSING DATE: 4TH JULY, 2017 AT 10.00 AM.



THE NATIONAL TREASURY



**TENDER NO: TNT/PFMRCU/EOI/01/2017
CONSULTANCY SERVICES FOR THE FORMULATION OF THE KENYA PFM
REFORM PROGRAMME COMMUNICATIONS STRATEGY**

REQUEST FOR EXPRESSION OF INTEREST

NATIONAL COMPETITIVE BIDDING

The Public Financial Management Reform Secretariat invites Expression of Interest from interested eligible bidders for the provision of consultancy services for the formulation of the PFM Reform Programme Communication Strategy.

Detailed Terms of Reference can be obtained from the National Treasury website: www.treasury.go.ke or the PFM Reform Secretariat website: www.pfmr.go.ke. Those who download the documents from the website must forward their particulars immediately to the PFM Reform Secretariat for recording via: pfmsecretariat@gmail.com.

Completed Expression of Interest documents, enclosed in plain sealed envelope, marked EOI with the relevant EOI number and title shall be addressed to:

**THE PRINCIPAL SECRETARY,
NATIONAL TREASURY,
P.O. BOX 30007 – 00100,
NAIROBI**

and be deposited in the tender box provided at the Bima House, 8th Floor, Harambee Avenue, Nairobi, so as to be received on or before **4th July, 2017 at 10.00 am**. All late submissions will be rejected. Please note that bid opening will take place immediately thereafter.

**DR. KAMAU THUGGE, CBS
PRINCIPAL SECRETARY/NATIONAL TREASURY**

Terms of Reference

Consultancy services for the formulation of the Kenya PFM Reform Programme Communications Strategy

Background

The Public Financial Management Reform Programme was established in 2006 by the National Treasury to coordinate reforms in public financial management. The reforms aim among other objectives, to ensure financial sustainability and balance in the economy, strengthen financial governance in the public sector, reduce poverty levels, increase transparency and accountability in the management of public funds and improve service delivery to the citizenry.

The reforms have yielded significant results, notably within the areas of internal and external audit, within tax collection and administration, budgeting, accounting and reporting, procurement and pension and payroll management, among other key Public Financial Management (PFM) systems.

The Programme currently leads the implementation of the 2013/18 PFM Reform Strategy which covers all aspects of the PFM system including resource mobilization, budgeting, accounting and reporting, audit, and oversight. It also addresses issues relating to inter-governmental fiscal relations and fiscal decentralization, PFM legal framework and the automation and integration of PFM systems. More than fifteen agencies in the public sector are implementing the reforms.

The Programme draws its resources from the National Treasury and various Development Partners including the Government of Denmark and the Government of Sweden through the Swedish International Development Agency (SIDA). Other Development Partners also offer direct support to various PFM agencies under the Programme.

During the two and a half years of implementing the 2013/18 PFM Reform Strategy, the programme's focus has evolved, its donor partnerships have changed, its interaction with various stakeholders has experienced shifts and its position within the country's PFM arena require alignment to the realities of the devolved system of governance. Owing to these changes, the National Treasury recently reviewed the current PFM Strategy to incorporate emerging issues in the PFM scene. There is therefore need to develop the PFM Programme's Communications Strategy to align with the new edition of the PFM Reform Strategy (2013/18). Consideration is being made to have the Strategy rolled out over a five-year period starting 2018.

In this regard, the National Treasury, through the Public Financial Management Reform Programme seeks to engage consultancy services to develop the Communications Strategy according to the following terms of reference:

Objective of the Consultancy

The **objective of this assignment** is to develop a five year comprehensive and coherent communications strategy for the PFM Programme. The aim is to make the Programme's communication approach more strategic and targeted at its key stakeholders. The following specific objectives must be achieved:

- a) Refine the focus of the Programme's communications and formulate a structured communication approach (including online and offline techniques) which allows the Programme to use targeted and audience-specific messages vis-à-vis its stakeholders including the Government Ministries/Agencies (both national and county), the development partners, the private sector, the civil society, the media and the general public, among others.
- b) Help raise the public profile and visibility of the Public Financial Management Reform Programme nationally, regionally, and internationally with identified audiences by highlighting the key achievements and role of the Programme.

Scope of Work

The assignment must include the following features:

- Full research of the Programme's documents and publications (including previous and current PFM Reform Strategy, previous Communications Strategy for the Programme and key publications, among others).
- Consult with key National Treasury and Public Financial Management Reform Secretariat officials for the consultant to understand the Programme's operational practices, project successes and vision for the future among other things.
- Consult with the Programme's Communications Team to assess current communications activities and needs.
- Consult with relevant Development Partners to interpret the role of the Programme and how they envisage a sustainable future. These meetings should also yield views on how best the Programme can communicate with its stakeholders.
- Series of field visits to various implementing agencies of the Programme and select county governments (executive and county assembly) to solicit views on how the Programme can effectively target these groups in its communications approaches. Visits should also target key external stakeholders such as the media, the civil society and parliament, among others.

The Programme views the above consultations as essential. It is expected that the consultant's findings from the meetings will significantly impact on the draft and final strategy. Consequently, it will be necessary to record the meetings. The

Secretariat will retain ownership of the recordings after the completion of the assignment.

Key Deliverables and Timeframe

The consultant is expected to deliver the following:

- a) An Inception Report. The inception report shall provide details on the work plan, methodology, and a draft framework of the strategy – ***submission within 2 weeks of signing of contract.***
- b) A draft report on findings after consultations with stakeholders as outlined in ‘Scope of Work’. The draft report which should also include an outline of the approach to be taken to improve communications with key stakeholders, should be presented to key stakeholders in a workshop setting.
- c) The final report and improved outline of the approach for developing the strategy after taking into account comments from the workshop.
- d) A draft communications strategy (including monitoring and evaluation framework for measuring the achievement of the goals and targets of the strategy, and media and public relations plan) presented to key stakeholders in a workshop setting. The draft communications strategy should contain and not limited to the following elements:
 - Proposals, in outline, of the types of core educational and informational materials to be disseminated as part of the communication strategy
 - A Gantt chart timetabling the roll-out of the strategy
 - Development and presentation of key communication messages, methods, tools, and the optimum time for their release.
 - Media and Public Relations Plan. The consultant is to prepare a practical implementation plan, ensuring that the communications activity plan responds effectively to the needs of various stakeholders. The plan is to include:
 - ✓ An annual, standardized calendar of core educational and informational materials suggested for use as part of the communication strategy, and present procedures for pro-active as well as reactive communications with target groups.
 - ✓ Potential for media tours of successful results of the Programme
 - ✓ Develop media outreach techniques for the Programme
 - ✓ Develop, write, and design a media kit that can be used at a variety of events and for different target audiences. The consultant will prepare a draft and final packet of materials ready for printing and production.
- e) A final communications strategy incorporating all suggested views by stakeholders presented to the key stakeholders for validation in a workshop setting

The consultant is expected to deliver the assignment within a ***period of 16 weeks***.

Consultant Profile

The prospective consultancy for this assignment must possess the following local and regional/international levels of experience:

- Development of a Communications Strategy for a donor funded government programme – at least 3 local assignments and at least 2 regional/international assignments.
- Demonstrable experience in carrying out communications research for donor funded programmes – at least 2 assignments.
- Demonstrable experience in communications training targeting public officers – at least 2 assignments.
- Demonstrable experience in advertising and digital communication – at least 4 assignments.
- Development of a Communications Strategy for a financial sector related institution will be an added advantage.
- Provide documentary proof of the firm's experience stated above.

The lead consultant must possess the following qualifications and experience:

- At least a master's degree in any of the following fields: Communication, Journalism, Public Relations or Advertising. In addition, they must possess:
- Previous experience in developing an elaborate communication strategy for a government related donor programme – at least 3 local and 2 international/regional assignments
- Proven experience in dealing with diversified entities, encompassing Development Partners and Government Agencies – at least 5 assignments
- Demonstrable experience in the area of communications research – at least 2 assignments
- Demonstrable experience in communications training – at least 5 years.
- Experience in advertising and digital communications – at least 10 years
- Submit at least a copy of Communication Strategy produced for a donor funded government programme within the last 3 years and provide a brief explanation on how it was successful in achieving the goals of that institution
- Provide documentary proof of professional and academic qualification and testimonials

The assisting consultants (*at least two*) must possess the following qualifications and experience;

- At least a bachelor's degree in any of the following fields: Communication, Journalism, Public Relations or Advertising. In addition, they must possess;
- Previous experience in developing an elaborate communication strategy for a government related donor programme – at least 1 local and 1 international/regional assignment
- Proven experience in dealing with diversified entities, encompassing Development Partners and Government Agencies – at least 5 assignments
- Demonstrable experience in the area of communications research – at least 2 assignments
- Demonstrable experience in communications training – at least 1 year.
- Experience in advertising and digital communications – at least 5 years
- Submit at least a copy of Communication Strategy produced within the last 3 years for a government related donor agency and provide a brief explanation on how it was successful to achieving the goals of that institution
- Provide documentary proof of professional and academic qualification and testimonials

Reporting

On all matters pertaining to this consultancy, the consultants will report to the Programme Coordinator - PFM Reform Secretariat, Bima House, Nairobi.

Schedule of reporting:

- Approved inception report within ***two weeks***
- A draft report and an outline of the approach for developing the strategy after the consultation process on the ***8th week***
- A final report and improved outline of the approach for developing the strategy on the ***9th week***
- A PowerPoint presentation of the draft communications strategy to key stakeholders on the ***12th week***
- Final Communications Strategy and a PowerPoint presentation to stakeholders on the ***16th week***

Support from the National Treasury/PFMR Secretariat

The National Treasury, through the PFMR Secretariat, will work closely with the consultant to deliver the assignment. All logistics and travel arrangements will be agreed upon between the consultant and the PFM Secretariat.

Negotiation

The National Treasury will invite and negotiate with the successful bidder.
The negotiation will be on both the technical and financial bids.