



**THE NATIONAL TREASURY
STATE DEPARTMENT FOR ECONOMIC PLANNING**

TERMS OF REFERENCE

FOR

**CONSULTANCY TO CONDUCT TRAINING NEEDS ANALYSIS FOR
GRASSROOT CHAMPIONS ON DATA MANAGEMENT**

JANUARY, 2026

1. BACKGROUND

1.1 Context

The East African Community (EAC) has developed various Protocols, including the Protocol on Statistics, to harmonize statistics and guide data management domestication by Member States. EAC Vision 2050 identifies Statistics as a priority cross-cutting sector, aiming for a robust regional statistical system to support integration.

The 6th EAC Development Strategy 2021-2025 further outlines key statistical intervention areas: policy frameworks, institutional strengthening, harmonization, digital transformation, capacity building, and quality assurance.

1.2 National Context

Kenya, through the Kenya National Bureau of Statistics (KNBS), is implementing the Kenya Strategy for the Development of Statistics (KSDS II) 2025-2030 to modernize the National Statistical System (NSS). While KSDS II emphasizes community involvement, a dedicated national strategy for community engagement and participation in the NSS is required.

The State Department for Economic Planning (SDEP) is spearheading this initiative to leverage the National Government Administrative Officers (NGAOs) for standardized community-level data collection, analysis, and reporting on national government programmes and projects.

1.3 Consultancy Rationale

This consultancy aims to verify community data training needs, develop guidelines for data management at the grassroots. This is aimed at empowering communities to use data for project management at local level.

2. OBJECTIVES AND EXPECTED RESULTS

2.1 Overall Objective

To support National Statistical Offices (NSOs) on strategic and policy aspects of Official Statistics and assess the viability and potential success of the proposed training of community leaders on data ecosystems.

2.2 Specific Objectives

To conduct data training needs assessment for grassroots champions and develop Community Data Management Training Manual as guiding policy frameworks for inclusive statistics, aligned with national priorities and regional/global agendas. These documents will address advocacy, communication, gender mainstreaming, cybersecurity, results-based management, and innovative data sources. The consultancy seeks to:

- I. Promote participatory capacity-strengthening activities in the pilot regions and counties through:
 - Mapping of the data and information landscape in the pilot regions/ counties
 - Assessing the quality of the data produced, the analyses undertaken, and the reports produced in the pilot regions/counties and making recommendations for improvement.
 - Supporting community leaders in the pilot counties to identify capacity gaps, set indicators, and develop and use data analysis tools.
- II. Improve the knowledge and skills of National Planning Officers and Grass root champions in data management by the communities through:
 - Provision of advisory support to pilot community stakeholders involved in the data chain to improve data quality.
 - Development of a platform to promote peer learning at national, regional, and continental level and support capacity building.
- III. Promote evidence-based reporting and decision-making through data analysis by:
 - Contributing to the design, creation and management of databases.
 - Developing algorithms to optimize targeting and data collection.

- Sorting data to extract the most relevant for the project or the beneficiary communities, counties and Ministries, Departments and Agencies (MDAs).
 - Modelling results to popularize and simplify usage.
 - Drawing conclusions from the analyses and formulate recommendations.
 - Discerning recurring patterns to draw strategic conclusions that can be used for decision-making by line management or by key stakeholders.
- IV. Promote participatory monitoring and evaluation of community projects and initiatives through:
- Engaging in the collection, processing and analysis of project data
 - Participation in studies, surveys and polls conducted on target projects
 - Providing data and analytical information to inform the drafting of project progress reports.

2.3 Expected Results

The consultant will deliver:

- i. A high-level Inception report covering an assessment of existing policy frameworks, data training needs, identifying gaps, challenges, vulnerabilities, and any other risks and opportunities to enhance the service delivery.
- ii. Proposed areas for institutional capacity building, with an explanation of strategic focus areas and a results-based Monitoring & Evaluation (M&E) framework.
- iii. A structured stakeholders' engagement plan.
- iv. Validated Community Data Management guidelines with specific, justified recommendations of strategic focus areas.
- v. A community training action plan for building the data capacity of NGAOs and community stakeholders on data ecosystems.
- vi. A practical guide on data dissemination, tools, templates, and platforms for the effective roll-out and management.
- vii. A written advisory on community digital solutions for scaling and sustainability of the programme.

3. SCOPE OF WORK

3.1 Key Tasks

- **Situational Review and Analysis:**
 - i. Validate capacity gaps and training needs of grassroots champions in relation to data ecosystems.
 - ii. Conduct a stakeholder analysis to assess readiness, collaboration willingness, and potential roles.
 - iii. Review and propose an effective delivery methodology for the capacity-building pilot.
 - iv. Evaluate existing ICT infrastructure and recommend sustainable technological solutions.
 - v. Perform a cost-benefit and economic analysis of the proposed pilot.
 - vi. Conduct a risk assessment and propose mitigation strategies.
 - vii. Assess the long-term sustainability and scalability of the framework.
- **Training Manual & Strategy Formulation:**
 - i. Capture key priority needs from community to global levels.
 - ii. Define criteria for selecting priority strategic focus areas for training and dialogues.
 - iii. Develop key objectives and targets for the strategy period.
 - iv. Define the institutional framework, coordination mechanisms, and funding options.
 - v. Develop specifications for a digital results-based M&E framework with SMART indicators.
 - vi. Develop and validate the draft Data Training Needs Report and Community Data Management Training Manual with KNBS, SDEP, and relevant stakeholders.

3.2 Geographical Coverage

The consultancy is specific to Kenya.

3.3 Target Groups

Kenya National Bureau of Statistics (KNBS) county offices, National Planning Officers (NPOs), National Government Administrative Officers (NGAOs), academia, private sector, civil society, and community members.

4. QUALIFICATIONS AND EXPERIENCE

4.1 Firm Experience and Qualification

The following are the firm experience and qualification requirements required for the implementation of the above assignment:

- a. Must be an established firm with at least 10 years of experience in providing economic planning, evidence-based management, community development, capacity development, ICT consulting services, and related activities with demonstrable experience in Kenya or in Sub-Saharan Africa.
- b. Practical experience in economic planning, community development, evidence-based management, community and targeted stakeholder capacity development, participatory monitoring & evaluation and ICT management in government institutions responsible for economic /development policy development and management;
- c. Experience in undertaking evidence-based formulation of economic/community development/training/ICT policies in government institutions with at least 3 successfully concluded assignments of similar nature in the public sector.
- d. Experience in development of economic planning /community development/public administration/ICT policies with working experience in sub-national/community development and management environments.
- e. Experience in developing procedure manuals, forms and conducting training and capacity building in an economic planning /community development/public administration/ICT environment in the public sector.
- f. Familiarity with the experience in economic planning, community development and ICT frameworks such as COBIT, ISACA, relevant ISO IT standards, ITIL, ITSM and System Development Lifecycle
- g. Proven experience in advocacy, inclusive development, gender mainstreaming, communication, innovative data sources, cybersecurity, and applying results-based M&E within a national statistical system.

4.2 Technical requirements:

- a. Proven knowledge of data ecosystems in Africa and relevant experience in data collection, processing and use.
- b. Knowledge of gender and youth issues and how they are considered in data collection and processing.
- c. In-depth knowledge on sampling, data entry and data processing.
- d. Strong skills in the use of statistical tools/techniques (Python, R, SPSS, Stata, ArcGIS, etc.
- e. Have a strong understanding of AI concepts and applications.
- f. In-depth knowledge of research surveys, polls, evaluations, and focus groups methods.
- g. Demonstrated ability to write statistical, demographic and project progress reports.

5. TEAM COMPOSITION

The following shall be the team composition required for the assignment.

5.1 Team Leader – Statistical Data Consultant

The team leader shall be a Statistics and Data expert with the following experience and qualifications

- a) Should possess at least Masters or higher degree an advanced degree (Master's or PhD) in a quantitative field like economics, econometrics, statistics, data science, or mathematics
- b) Should have training and atleast 10 years working experience in public sector economic development or statistics environment with extensive experience in data collection, data analysis, modeling, and statistical software in Kenya or sub-Saharan Africa.
- c) Should have qualification in Certified Investment and Financial Analyst (CIFA) and Certified Public Secretary (CPS) or Certified Public Accountant (CPA)
- d) Should have atleast 2 projects in which he/she has led the development of community development/training/ICT policy in a public sector institution with a scale and complexity such as the National Statistical System environment.
- e) Strong programming skills, particularly in languages like R or Python, and experience with data visualization tools and methodologies are essential.

5.2 Data Systems Analyst

Qualifications and experience:

- a. Master's degree or equivalent in Economics, applied statistics or mathematics, econometrics, data sciences or related field.
- b. Should be qualified in or have practical working experience of: Information Technology Infrastructure Library (ITIL); Information Technology Service Management (ITSM); Customer Data Platforms (CDPS); or Certified Information Privacy Technologist (CIPT) and have working knowledge of application, engineered systems and application integration.
- c. At least 5 years' successful experience in conducting studies, data processing, statistical analyses in developing countries.
- d. At least 5 years' experience in producing economic development and community data in developing countries, preferably in Africa.
- e. Experience working in multicultural and multidisciplinary teams.
- f. Fluent in spoken and written English with excellent communication and writing skills.

5.3 Economists/Cost-Benefit Analysts

Qualifications and experience:

- a. An advanced degree (PH.D or Masters) in Economics, Finance, Statistics or a related field required;
- b. A minimum of 5 years of experience in relevant field including cost benefit and cost effectiveness analysis;
- c. Experience with designing and implementing financial and economics modeling in developing countries;
- d. International working experience preferred;
- e. Strong communications, analytical, writing, and interpersonal skills; excellent report writing abilities required;
- f. Experience working on similar projects preferred; and
- g. Professional proficiency in written and spoken English (required).

5.4 Monitoring & Evaluation Expert

Qualifications and experience:

- a. Advanced degree in Monitoring and Evaluation, Social Sciences, Statistics, or a related field.
- b. Minimum of 5 years of experience in M&E, preferably in development projects.
- c. Proven track record in capacity building and developing M&E frameworks.
- d. Knowledge of gender-sensitive evaluation methods is an advantage.
- e. Expertise in data collection, analysis, and interpretation using relevant tools/software (e.g., SPSS, R, or Excel).
- f. Strong analytical and report writing skills.
- g. Familiarity with World Bank projects and reporting requirements is an advantage

5.5 Field Coordinators

Qualifications and experience:

- a. A bachelor's or master's degree in a relevant field such as Social Sciences, Statistics, Economics, Development Studies, Public Health, or M&E is required.
- b. A master's degree in Social Sciences, Statistics, Economics, Development Studies, Public Health, or M&E
- c. Experience of at least 3 years in community development, data management and related assignments
- d. Demonstrated ability to transfer knowledge to various groups through training, mentoring, etc.
- e. Ability to analyse multiple data sources to identify data trends and make recommendations on project implementation.
- f. Ability to work in a multicultural, multidisciplinary team.
- g. Sense of initiative and proactivity, ability to work under pressure and meet tight deadlines.
- h. Being results-oriented, organized, and systematic.

6. DELIVERABLES AND TIMELINE

6.1 Reporting Requirements

The consultant will report to the Director – Intergovernmental Development Planning. All deliverables require approval from the relevant National Planning Office/KNBS county office or SDEP Secretariat.

Name of Report	Contents	Timelines for submission
Inception Report	Outline of understanding, methodology, stakeholder engagement plan, assumptions, risks, workplan, and proposed structure for final deliverables.	No later than 10 calendar days after contract signing.
Validated Review/Assessment Findings	Document covering situational analysis tasks per Section 3.1, incorporating validation feedback.	3 weeks (21 calendar days) after submission of Inception Report.
Validated Community DATA Training Manual	Final draft documents incorporating feedback from validation.	1 week (7 calendar days) after submission of validated review/assessment findings.

6.2 Project Management

Overall supervision lies with the Principal Secretary, SDEP. The Consultant is responsible for day-to-day management and coordination.

7. LOGISTICS

7.1 Location

The assignment shall involve travel within Kenya.

7.2 Facilities

The consultant is responsible for their own equipment, software, connectivity, and international travel expenses. The Contracting Authority will facilitate visa entry if required.

7.3 Start Date and Period

The contract starts upon contract signing, with a total implementation period of 2 months.

8. ASSUMPTIONS AND RISKS

8.1 Assumptions

The consultant will be procured promptly, and activities will be implemented within the 2-month schedule after contract signing.

8.2 Risks

Possible Risk	Risk Level	Mitigation Measures
Delayed delivery of outputs	Medium	Monitor implementation and delivery every 15 calendar days through technical meetings.

9. ASSESSMENT

Performance will be measured based on the timeliness, technical adequacy, and analytical quality of the reports.

9.1 Technical Assessment

The application will be assessed on the following criteria:

- Quality and relevance of the proposed methodology
- Adequacy of the proposed work plan and methodology in responding to the terms of reference
- Expertise and experience of consultant related to the assignment
- Qualifications and competence of the key staff for the assignment

9.2 Financial Assessment

- Realistic Financial Proposal in KES. - must include consultancy fees and all associated costs.

9.2 Schedule of Payment

- 20% upon submission and approval of the Inception Report.

- 50% upon submission of the validated Community Data Management Training Manual
- 30% upon submission and approval of the validated Community Data Management Training Manual and Action Plan.