



**Kenya Devolution Programme: Effective
County planning and public finance
management**

Terms of Reference

**Development of County Health Sector Plans
May - June 2022**

1. Introduction to Kenya Devolution Programme

The Kenya Devolution Programme (KDP) is a 4 Year national programme (2021-2025) funded by the Foreign, Commonwealth and Development Office (FCDO) implemented by a Consortium led by Act Change Transform (Act!). It is a successor programme that builds on successes and lessons from previous FCDO and other donor investments in devolution in Kenya including the Kenya Devolution Support Programme and Agile and Harmonized Assistance for Devolved Institutions (AHADI).

The programme aims to contribute to solutions on some of the specific challenges facing devolution in Kenya including weak intergovernmental relations; ineffective county planning, public finance management and staff performance; inadequate engagement between county governments and citizens in service delivery and limited integration of evidence, digital technology and learning as enablers of public service delivery and reform.

The programme is expected to contribute to improved development results at county level. Activities will contribute to five output areas: i) Inter-governmental relations that support devolution; ii) Effective County planning, public finance management and staffing; iii) County governments and citizens' engagement to improve service delivery and livelihoods, iv) Evidence generation, learning and digital approaches improve county government delivery and reform v) UK development portfolio is better aligned with county governments priorities. These output areas contribute to two key outcome results: i) more effective, open, and accountable county government and ii) improved service delivery and poverty reduction. Options role in the consortium is to contribute to output II on effective county planning, public financial management and staffing.

The programme is premised on the Theory of Change that "IF inter-governmental institutions are strengthened by providing technical assistance and enhancing their position to support the working of devolution between the two levels of government; and IF county governments' capacities in planning and financial management are strengthened through technical assistance and reforms; and IF forums for public participation are enhanced; and IF the ability and interest of citizens to express their views regarding county governance are increased; THEN county governance and financial management will be improved, policies and service delivery will be better aligned with the priorities and preferences of citizens, and the benefits of devolution will be enhanced".

The technical approach is anchored on investing in (and) strengthening the functioning and effectiveness of County Governments and their Public Expenditure Management (PEM) Systems and processes through: i) Technical assistance to county governments and intergovernmental institutions; ii) Building capacity of citizens and CSOs for advocacy and engagement with governments in PEM processes; iii) Entrenching continuous evidence generation, learning and use of digital approaches in service delivery; and iv) Leveraging capacities, networks and effective coordination while building synergies between KDP and other FCDO investments and priorities. All the KDP outputs will be linked in their delivery.

The project will start interventions in 7 counties (Kakamega, Isiolo, Garissa, Mombasa, Kisumu, Laikipia and Turkana) selected on select criteria of strategic importance, poverty, progressiveness, learning and regional balance. The initial counties have been agreed with FCDO, with no long-term commitments made until after the 2022 elections.

2. Specific Background to the assignment

Kenya health sector has an articulate and elaborate Kenya Health Policy (KHP 2014 -2030) which guides the sector to realign its strategies to address new emerging issues and contribute to the attainment of highest possible health standards that are equitable and affordable in a manner responsive to the needs of all Kenyans. This policy aims to attain a desirable level and distribution of health care that befits a lower middle-income country. It focuses on the attainment of two critical obligations of the Health Sector: A rights-based approach and ensuring health-sector contribution to the country's development. Policy directions to guide the attainment of this policy intent are defined in terms of six policy objectives, and seven policy orientations.

Kenya devolved health service which separated and transferred functions between the two levels of government with the aim of improving health service delivery outcomes at both national and county level. County Governments are responsible for delivery of most health services mainly primary level care and curative services; while the central government are left with the roles of; policy, capacity building and management of tertiary hospitals. Devolution presents institutional and resource allocation and utilization challenges that must be dealt with to assure effective and sustainable healthcare service delivery at the county level. Kenya has been faced with the challenge of mobilizing adequate resources to finance its health system. Increasing attention is thus being given to the question of how to increase financial resources to health especially within the devolved structure.

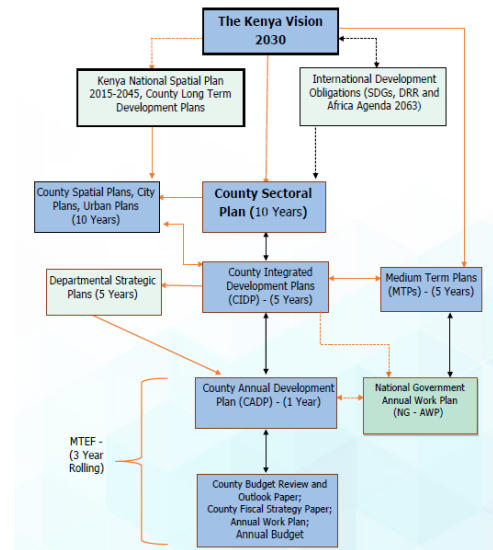
According to section 109 of the [Kenya Local Government Act 2012](#):

- (1) A County department shall develop a ten-year county sectoral plan as component parts of the county integrated development plan.
- (2) The County sectoral plans shall be:
 - a. programme based;
 - b. the basis for budgeting and performance management; and
 - c. reviewed every five years by the county exec

Under the KDP consortium, the Institute for Public Financing Kenya (IPFK) are leading the delivery of output 2 on effective county planning, public financial management and staffing. As part of this role, IPFK are planning to support the development of County Integrated Development Plans (CIDPs) and Sectoral Plans in 6 counties (Laikipia, Garissa, Kisumu, Isiolo, Mombasa and Turkana) across four priority sectors: Health, Food Security, Climate and Agriculture. Options will work together with IPFK to ensure the successful completion of the health sector plans in the 6 counties.

In December 2020, the Council of Governors issued [Guidelines for the Preparation of County Sectoral Plans \(CSPs\)](#). These guidelines describe: the linkages with other plans (see diagram on the right); the process that should be followed and the structure of the Plan itself. The process includes the following steps:

1. **Preliminary Stage:** This includes the establishment of a sector working group (SWG) who will undertake a stakeholder mapping as well as sensitisation on the CSP guidelines.
2. **Drafting process:** through a process of desk review and stakeholder engagement, the SWG carry out a review of existing policies and plans and will review performance to date.
3. **Validation:** The Draft Sectoral Plan is subjected to stakeholders for input and comments to be incorporated by the SWGs.
4. **Approval, Dissemination and Implementation:** The SWG will present the Draft Sectoral Plan to the CEC for consideration and adoption before submission to the County Assembly for approval.
5. **Review of the Plan:** The County Sectoral Plan should be reviewed every five years and updated annually.



Based on these guidelines, the structure of the County Sectoral Plan should be as follows:

- i.) Cover Page
- ii.) First Page (Title page)
- iii.) Table of Contents, List of Tables, List of Maps/Figures, List of Plates (Captioned photos), Abbreviations and Acronyms, Glossary of Commonly Used Terms
- iv.) Forward
- v.) Preface
- vi.) Acknowledgement
- vii.) Executive Summary
- viii.) CHAPTER 1: INTRODUCTION
- ix.) CHAPTER 2: SITUATION ANALYSIS
- x.) CHAPTER 3: SECTOR DEVELOPMENT STRATEGIES AND PROGRAMMES
- xi.) CHAPTER 4: IMPLEMENTATION MECHANISMS
- xii.) CHAPTER 5: MONITORING AND EVALUATION FRAMEWORK

3. Key objectives of assignment

Options is seeking services of an independent consultant to support in the development of the County Health Sector Plan (CHSP) (2022/23-2032/33) for two counties supported under this project.

Objectives of the assignment

Overall Objective: The overall aim of the assignment is to facilitate and ensure the successful completion of the County Health Sector Plan 2022-32 by working closely with the Sector Working Group and other key stakeholders.

The specific objectives are as follows:

- i. To support the SWG to conduct the county situation analysis and performance review and avail of updated information and data to inform the development of the new CHSP
- ii. To identify priority areas for inclusion in the next CHSP based on the situational analysis findings and in consultation with key stakeholders
- iii. To ensure that the CHSP is programme-based to ensure alignment with annual budgets
- iv. To support the SWG to develop an M&E plan for the CHSP 2022-32 through consultative approaches.
- v. To co facilitate a workshop in collaboration with IPFK, leading on the health-specific components
- vi. To organize and facilitate a follow-up workshop to validate the CHSSP 2022-32

3.0. GENERAL SCOPE OF THE WORK

In this assignment, the consultant will use participatory approaches that will fully engage the CDoH through the Department of Planning and other relevant stakeholders who are the core constituencies and play the most significant role in county planning.

They will also work closely with IPFK to ensure alignment of the CHSSP with the three other sectoral plans.

A maximum of 20 working days are allocated for this assignment across the two counties. A recommended breakdown of these days is outlined below.

Activity #	Activities	Level of Effort (days)
1	<p>Prepare a detailed roadmap for the CHSP 2022-27 strategy development, assigning weekly timeframes for activities to be completed leading to finalization of the CHSP 2022-27 and linking it with the overall CIDP elaboration process.</p> <p>Ensure that the Health Sector Chair, co-chair and member of the Health SWG understand and follow the different guidelines issued by the State Department of Planning.</p>	2

2	<p>Support the SWG to conduct a situation analysis of the health sector in the selected county including literature review on the existing policy documents such as:</p> <ul style="list-style-type: none"> the Kenya Constitution 2010, Kenya vision 2030, Kenya Health Policy 2014- 2030, Health Act 2017, KHSSP 2018-2023, Norms and standards, County Long-term Vision, CIDP 2017-2022, CHSSP, county annual work plans, county budget implementation review reports and annual performance reports, County Spatial Plans. 	5
3	<p>Facilitate and support the Health Sector Working Group (HSWG) in preparing and submitting the various drafts of the strategy in time.</p> <p>The draft will align with the structure outlined above including:</p> <ul style="list-style-type: none"> review of the sector including performance trends and achievements health sector vision, mission and goal health sector development objectives and strategies health sector programmes and interventions, including cost estimates Institutional and coordination framework Monitoring and evaluation framework 	5
	<p>Co-facilitate workshops organised by IPFK, leading the components focusing specifically on health.</p> <ul style="list-style-type: none"> Support the SWG to produce a draft County Health Sector Strategic plan 2022/23-32/33 	5
	<p>Organise a validation workshop and finalise the costed CHSSP 2022/23-32/33.</p>	3
Total		20 days

4. Duration of Work

The assignment is estimated to commence immediately and be completed within twenty (20) working days across the 2 counties

5. Deliverable Schedule

This contract payment is based on the achievement of following key deliverables.

1. Inception report including a roadmap for CHSSP 2022-27 elaboration, preferably defining weekly priorities.
2. County Health Sector Situation Analysis report and Profiles.
3. Final costed CHSSP 2022-27 including a Monitoring and Evaluation Plan.

6. QUALIFICATIONS OF THE CONSULTANT/S

The person will be expected to possess;

- Advanced University degree in Health Economics (Masters or PhD), Health Financing or related fields with Experience in Costing of Health Services
- Having at least 5 years of experience in costing of health services, Health Sector Strategic plans or Disease specific strategic plans
- Extensive knowledge, and experience in health financing in developing countries.
- Extensive experience in conducting evaluation/review studies in the health sector, with a focus on equity, social protection, and health financing issues.
- Extensive knowledge, and experience in health systems policy and planning in Kenya.
- Strong background and understanding of Costing tools and methodologies
- Prior work experience in a developing country is highly desirable; experience of working in Kenya would be an added advantage
- Excellent writing, communication skills and presentation skills
- Track records on delivering on assignments (Evidence)

The Consultant (s) will be required to have regular consultations with County Department of Health and Options team. The Consultant will be expected to work within their own office premises with field travel to county.

7. Contract Management and Reporting arrangements

The Consultant will liaise with and report to the interim Options KDP Team Leader Dr Geoffrey Okumu (g.okumu@options.co.uk) on all technical matters, and work closely with the Output 2 teams and consortium partners, particularly IPFK, where needed. The KDP Team Leader will be responsible for final approvals and sign-offs of the outlined deliverables.

All contractual and administrative matters will be managed by Options KDP Programme Manager Faith Njeri: (f.njeri@options.co.uk). Upon completion and approval of the outlined deliverables, the consultant will submit an invoice to the Programme Manager outlining the necessary approvals for payment.

The consultant will not be able to claim any reimbursable expenses. All requirements for travel to counties, accommodation and per diem will be paid ahead of the field visits by the Options Kenya Finance & Administration team. The Programme Manager will support the consultants in any necessary logistical planning ahead of the visits.