



REPUBLIC OF KENYA

**MINISTRY OF CO-OPERATIVES AND MICRO, SMALL AND MEDIUM
ENTERPRISES DEVELOPMENT (MCMSME)**

**STATE DEPARTMENT FOR MICRO, SMALL AND MEDIUM ENTERPRISES
DEVELOPMENT (SDMSME)**

KENYA JOBS AND ECONOMIC TRANSFORMATION (KJET) PROJECT

(P179381)

COMPONENT 4: PROJECT MANAGEMENT, MONITORING AND EVALUATION

TERMS OF REFERENCE

**Consultancy Services for Design and Development of
Kenya Jobs & Economic Transformation (KJET) Project
M & E Management Information System (MIS).**

1. Introduction and Project Context

The Government of Kenya (GoK), with World Bank financing, is implementing the Kenya Jobs & Economic Transformation (KJET) Project (P179381). The Project Development Objective is to increase private sector investments, market access, and sustainable finance to create and improve jobs.

KJET addresses regulatory bottlenecks, weak buyer–supplier linkages, market information gaps, and climate risks across priority MSME clusters under the Bottom-up Economic Transformation Agenda (BETA). It comprises four mutually reinforcing components with the following specific objectives:

Component 1: Strengthening Business and Investment Enabling Reforms

- i. Streamline licensing and administrative procedures to reduce time and cost for businesses.
- ii. Improve investment-related laws, regulations, and strategies.
- iii. Build government capacity for proactive investor outreach and one-stop digital service delivery (One Start One Go).
- iv. Finance technical assistance and performance-based conditions to support targeted regulatory reforms.

Component 2: Enhancing MSME Cluster Competitiveness

- i. Deliver generalized and value-chain specific Business Development Services (BDS) to MSME clusters.
- ii. Facilitate co-investment in viable clusters to acquire productive assets and scale operations.
- iii. Improve firm linkages to downstream buyers, increase productivity, and drive job creation.

Component 3: Scaling Up Green Financing and Strengthening Climatic Resilience for SMEs

- i. Mobilize green private capital through a dedicated Green Investment Fund (GIF), offering equity and mezzanine financing.
- ii. Pilot a Climate Disaster Credit Facility that provides contingent credit when climate shocks occur.
- iii. Support SMEs' adoption of clean technologies and enhance their resilience to environmental risks.

Component 4: Project Management, Monitoring and Evaluation

- i. Strengthen M&E systems, tools, and capacity of implementing agencies for real-time performance tracking.
- ii. Finance core project management activities to build sustainable governance structures.
- iii. Institutionalize adaptive learning and evidence-based decision-making beyond the project's lifetime.

Component 4 further develops the MIS to automate reporting, data management, and stakeholder interfaces across Components 1,2, 3, and 4.

2. Current Status of the KJET Project

At present, the principal implementing agencies—SDSMSE & SDIP and the lead implementation agencies (KenInvest, MSEA, and KDC)—operate with basic ICT infrastructure comprising laptops, internet connectivity, and email. There is no dedicated MIS software or centralized server environment to capture, store, and manage project information across components.

This fragmented setup impedes:

- i. Real-time tracking of Results Framework indicators and Means of Verification (MoVs) defined in the PAD
- ii. Centralized monitoring of environmental and social safeguard compliance under ESS1, ESS2, ESS3, and ESS10
- iii. Automated generation of progress reports and dashboards for adaptive management
- iv. Systematic capture and dissemination of knowledge products in line with the KJET Knowledge Management Framework
- v. Digital implementation of the Stakeholder Engagement Plan, including stakeholder mapping, event logging, disclosure management, and grievance redress

Operational and institutional assessments have identified these gaps as critical barriers to achieving KJET’s objectives. A paper-driven approach increases the risk of data loss, delays in decision-making, and non-compliance with World Bank guidelines.

To remedy these deficiencies, a robust, fully integrated, cloud-based MIS—encompassing hardware, software, and secure network infrastructure is required. The proposed system will:

- i. Provide end-to-end digital workflows for data collection, validation, analysis, and reporting.
- ii. Host interactive dashboards aligned to Project Appraisal Document (PAD) indicators and safeguards metrics.
- iii. Offer a searchable knowledge repository for documents, lessons learned, and learning event materials.
- iv. Enable a SEP module for stakeholder registration, engagement tracking, disclosure publishing, and GRM operations.
- v. Incorporate role-based access controls, audit trails, automated backups, and disaster recovery capabilities.

Designing and implementing this MIS will equip SDSMSE/SDIP and the implementation agencies (KenInvest, MSEA, and KDC) with a paperless, secure, and scalable platform to meet their corporate objectives under the KJET Project.

3. Objectives of the Assignment

The Consultant shall design, develop, and commission a cloud-based MIS that:

- i. Tracks regulatory and investment reforms under Component 1—integrating One Start One Go (OSOG) workflows, investor outreach logs by KenInvest, and policy-reform status (PAD Indicator C1.R1: Number of reforms tracked).
- ii. Enables end-to-end online applications and real-time tracking for BDS, co-investment, equity, and credit products under Component 2 (already defined).
- iii. Monitors green financing flows and climate resilience measures under Component 3, in collaboration with Kenya Development Corporation (KDC)—capturing GIF investments, private capital leveraged, and climate-triggered credit disbursements (PAD Indicator C3.R1: Amount of green finance mobilized).
- iv. Integrates a multi-channel, SEAH-sensitive Grievance Redress Mechanism across all components (PAD Indicator C4.R2: % of grievances resolved).
- v. Provides an M&E dashboard under Components 4.1 & 4.2 that disaggregates all core indicators by gender and youth, aligning to PAD’s Results Framework (to also cover all the Performance Based Conditions) and enabling monthly reporting (PAD Project Development Objective 1: Jobs created/improved).
- vi. Ensures compliance with Kenya’s Data Protection Act and ISO 27001 cybersecurity standards, with 99.5% uptime and daily backups.

3. Scope of Work

The selected consultant/technical team will:

- i. Conduct detailed requirements analysis with key project stakeholders.
- ii. Develop a modular MIS architecture covering M&E, reporting, knowledge management, and learning.
- iii. Integrate the system with existing KJET data sources and export tools.
- iv. Develop, test, and deploy the MIS in phases with clear milestones.
- v. Provide comprehensive training and complete system documentation.
- vi. Ensure all system components meet the requirements specified in the logical framework and results framework.
- vii. Integrate MIS modules seamlessly with the existing MSEA - MIS platform, which is developed in PHP, MySQL used for Database and hosted on AWS Cloud Infrastructure.
- viii. Incorporate RESTful APIs or other industry-standard protocols to allow two-way data exchange with the existing PHP-based MIS backend, including user authentication, data submission, and reporting modules.
- ix. The system must permit the use of AWS-native tools for logging and monitoring (CloudWatch, AWS Config, AWS WAF) where applicable.
- x. Ensure the system meets AWS Well-Architected Framework principles on security, reliability, performance efficiency, and cost optimization.

The consultant shall design, develop, and configure an Integrated Management Information System (MIS) covering all project components as follows:

3.1 Functional Modules by Component

Component 1: Business & Investment Reforms

- i. Regulatory Reforms Tracker that records each reform's status, timeline, and responsible agency (KenInvest).
- ii. One Start One Go (OSOG) Digital Integration capturing workflow logs and application turnaround times.
- iii. Investor Outreach Dashboard displays leads generated, follow-up actions, and investor profiles.

Component 2: MSME Cluster Competitiveness

Existing requirements retained, no new modules under this consultancy.

- i. Component 3: Green Financing & Climate Resilience
- ii. Green Investment Fund (GIF) Module to manage equity and mezzanine disbursements and map co-investor contributions (KDC role).
- iii. Climate Disaster Credit Facility Module tracking trigger criteria, beneficiary lists, and fund utilization.

Component 4.1&4.2: MIS & M&E Integration

- i. Grievance Redress Mechanism (GRM) with multi-channel intake, SEAH-sensitive workflows, and real-time resolution tracking.
- ii. M&E Dashboard providing real-time analytics, automated monitoring of PAD indicators, and disaggregation by gender and youth.
- iii. Reporting Module to generate monthly, quarterly, and annual reports automatically.
- iv. Develop a modular MIS architecture covering M&E, reporting, knowledge management, and learning.

3.2 Technical Requirements

- i. Cloud-native, microservices architecture with RESTful API endpoints.
- ii. Role-Based Access Control (RBAC) enforces least-privilege and immutable audit logs.
- iii. Centralized data warehouse optimized for big-data analytics and mining.
- iv. Interoperability connectors for integration with GovData, the World Bank e-portal, and the OSOG platform.
- v. Automated daily backups, documented disaster recovery procedures, and a 99.5% uptime Service Level Agreement (SLA).

3.3 Data Capture & Migration

- i. Facilitate User Requirements Specification (URS) workshops with SDMSME-PIU, SDIP-PIU, KenInvest, KDC, and MSEA.
- ii. Configure geographic data fields covering all 47 counties, 290 constituencies, and 1,250 wards.
- iii. Extract, cleanse, validate, and de-duplicate legacy datasets before migration into the new MIS.

3.4 Training & Handover

- i. Develop and deliver role-based training for general users, superusers, and ICT teams across SDMSME-PIU, SDIP-PIU, KenInvest, MSEA, and KDC.
- ii. Produce comprehensive User Manuals, Technical Documentation, and System Architecture diagrams.
- iii. Provide a six month post-go-live warranty, with an option for 6 months maintenance and support under a formal SLA.

4. Governance & Coordination

Project Steering Committee (PSC)

- i. The PSC is chaired by the Principal Secretary, State Department for MSME Development (SDMSME), and co-chaired by the Principal Secretary, State Department for Investment Promotion (SDIP).
- ii. It provides strategic oversight for all four project components, approves annual workplans, procurement plans, and budgets, and ensures inter-agency coordination.

Project Implementation Units (PIUs)

- i. The SDMSME-PIU leads Components 2 (MSME Cluster Competitiveness) and 4 (MIS core and M&E), coordinating day-to-day system design, data collection, and dashboard rollout.
- ii. The SDIP-PIU leads Components 1 (Business & Investment Reforms) and 3 (Green Financing & Climate Resilience), in collaboration with:
 - KenInvest, which supports regulatory reform tracking and investor outreach under Component 1.
 - Kenya Development Corporation (KDC), which manages GIF disbursements and the Climate Disaster Credit Facility under Component 3.

Reporting Lines

- i. The Consultant shall submit monthly progress and financial reports to both the SDMSME-PIU.
- ii. User Acceptance Testing (UAT) reports, Go-Live checklists, and the Final Handover Package shall be presented to the PSC for review and formal sign-off.

5. Deliverables, Calendar of Activities & Payment Schedule

The MIS consultant will deliver the following outputs to enable SDSMSE/SDIP and the lead implementation agencies (KenInvest, MSEA, and KDC) to establish a fully functional, integrated Management Information System.

5.1. Inception Report

A comprehensive workplan for MIS implementation across SDSMSE/SDIP, KenInvest, MSEA, and KDS, including:

- i. A detailed Gantt chart that identifies all milestones, major deliverables, activities, critical path, version number, assignment duration, and expected start and completion dates.
- ii. A clear project implementation methodology describing phased activities, governance structures, and quality assurance measures.
- iii. A draft schedule, type, and context of stakeholder consultations (for client approval).
- iv. A bibliography of relevant policies, procedures, reference documents, and best-practice literature that will guide system design.

5.2. Preliminary Design Report

A consolidated report, following initial consultations, outlines:

- i. Key functional requirements for the MIS at each institution.
- ii. Hardware and software specifications are needed to meet those requirements.
- iii. High-level wireframes or mock-ups of major modules.

5.3. Detailed Design Document

Upon approval of the preliminary design, submission of a complete design specification covering:

- i. Process maps for SDSMSE/SDIP, KenInvest, MSEA, and KDC showing data flows, user roles, and decision points.
- ii. System architecture diagrams, module descriptions (data layer, application layer, presentation layer), and user-interface layouts.
- iii. Design of ancillary applications, including a Document Repository & Management System and a standardized File Coding System.
- iv. Cost estimates for all proposed hardware, software licenses, and cloud services.
- v. A detailed bill of quantities (BoQ) for procurement of servers, networking equipment, and client devices.
- vi. Terms of Reference for engaging one or more IT contractor (s) to develop the portal, DRMS, licensing facility, and other custom modules.
- vii. Draft templates for contracts, service-level agreements, and post-commissioning maintenance agreements.
- viii. Procurement methodology and timeline (in Gantt chart format) to support UNDP/World Bank procurement processes, including technical evaluation criteria.

- ix. Analysis of software licensing models, annual maintenance costs, and renewal schedules.

5.4. Supervision of Installation, Testing, and Commissioning

- i. Oversight of the physical and virtual installation of all MIS components at each institution's data centre or cloud environment.
- ii. Coordination of units, integration, performance, and security testing, culminating in a signed commissioning certificate for each agency.

5.5. Advisory Role During IT Contractor Development

- i. Ongoing guidance to the selected IT contractor(s) throughout portal, DRMS, licensing facility, and custom-module development.
- ii. Review of technical deliverables, issue resolution, and quality assurance to ensure compliance with the detailed design.

5.6. User-Maintenance and Operational Manual

A single, consolidated manual that includes:

- i. As-built system schematics and configuration settings.
- ii. Step-by-step user procedures for data entry, report generation, and dashboard navigation.
- iii. Maintenance workflows, backup and recovery procedures, and escalation protocols.
- iv. Troubleshooting guides for common technical issues.

5.7. Training Plan and Materials

A detailed training plan for each institution's staff, covering:

- i. Training objectives, audience profiles, and learning outcomes.
- ii. Modular training curricula for system administrators, super-users, and general users
- iii. Supporting materials such as slide decks, quick-start guides, and video tutorials.
- iv. A schedule for hands-on workshops and post-workshop follow-up sessions.

5.8. Future IT Staffing Requirements and Role Definitions

A human-resource blueprint that identifies:

- i. Recommended full-time and part-time IT positions needed to sustain the MIS.
- ii. Detailed job descriptions, responsibilities, and required qualifications for each role.
- iii. An organizational chart showing reporting lines and cross-functional coordination mechanisms.

5.9. Reporting and Coordination Arrangements

- i. All deliverables must be submitted electronically to the Project Manager, with copies to the Project Coordinator and the CEOs of KenInvest, MSEA, and KDC.
- ii. The client team will review each delivery and provide consolidated feedback within 14 calendar days of receipt.
- iii. The consultant will address all comments, incorporate revisions, and resubmit the final version within two weeks of receiving feedback.
- iv. Where comments cannot be fully addressed, the consultant will provide written justifications for any proposed deviations.

6.0. Terms and Conditions

This ToR is subject to adjustments based on stakeholder’s feedback and evolving project requirements. All deliverables must comply with World Bank MIS guidelines and reflect the logical and results frameworks established for KJET. Payment schedules will be milestone-based, tied to the successful completion of project phases.

The contract’s activities and corresponding outputs are summarized in the table below.

Stage	Key Activities	Expected Outputs	Payment (%)
1. Inception & Planning	<ul style="list-style-type: none"> Review project documentation Conduct stakeholder consultations Develop detailed workplan 	<ul style="list-style-type: none"> Inception Report Gantt Chart Stakeholder Consultation Plan 	10%
2. Requirements Gathering & Preliminary Design	<ul style="list-style-type: none"> Facilitate URS workshops Draft preliminary wireframes and specs 	<ul style="list-style-type: none"> Refined Requirements Blueprint Preliminary Design Report Hardware/Software Specs 	
3. Detailed Design & Prototyping	<ul style="list-style-type: none"> Develop system architecture Create design mock-ups Draft BoQ and procurement templates 	<ul style="list-style-type: none"> Detailed System Design Document Wireframes & UI Layouts Procurement Plan & BoQ 	
4. Development & Configuration	<ul style="list-style-type: none"> Provision licenses and code Customize modules based on feedback Test each module 	<ul style="list-style-type: none"> Configured MIS Platform Functional Test Reports (per module) 	20%
5. Hosting & Installation	<ul style="list-style-type: none"> Configure cloud environment Prepare integration channels Install system at designated sites 	<ul style="list-style-type: none"> Hosting Environment Ready Integration Checklist Installation Log 	
6. Full System Integration & UAT	<ul style="list-style-type: none"> Conduct system-wide testing Prepare UAT scripts Validate modules with users 	<ul style="list-style-type: none"> End-to-End Test Report Approved UAT Report Integration Confirmation 	40%

7. Training & Documentation	<ul style="list-style-type: none"> • Deliver training for user groups • Provide manuals & escalation guides 	<ul style="list-style-type: none"> • Training Materials • User, Technical & Operational Manuals 	
8. Go-Live & Maintenance	<ul style="list-style-type: none"> • Finalize handover plan • Commission system • Initiate 6-month maintenance 	<ul style="list-style-type: none"> • Go-Live Sign-Off • Maintenance SLA Agreement • Handover Package 	30%

Important Notes:

The Consultant(s) shall take due note of the following when preparing its proposal:

- i. Bidders are advised to ensure that sufficient information is provided in the CVs of the experts to support any qualifications and experience claimed.
- ii. All experts shall provide an original signed letter of availability and association for the duration of the assignment. In the event of their unavailability, the Consultant shall be under the obligation to provide a replacement of equal or better calibre at no extra cost to the Client.

7. State Department Obligations

The State Department for MSME Development (SD MSME) and the State Department for Investment Promotion (SDIP) shall:

- i. Provide the Project Appraisal Document (PAD), the Results Framework, and all other relevant project materials required for MIS design and development.
- ii. Review and formally approve each submitted deliverable within ten (10) working days, issuing consolidated feedback where revisions are needed.
- iii. Convene and facilitate stakeholder consultations with KenInvest, KDC, MSEA, and other implementing agencies to validate requirements and ensure alignment.
- iv. Disburse payments promptly in accordance with the agreed-upon acceptance of each deliverable.

8. Consultant's Team Composition and Qualifications:

The Consultant shall propose a multidisciplinary team including:

Key Experts Experience and Qualifications:

Consultant CVs must clearly demonstrate the required qualifications and experience for each specialist role:

- i. Team Leader / Information Systems Analyst: Master's degree in Monitoring & Evaluation, Information Systems, or a related field; minimum of ten years' professional experience in MIS design, M&E systems, and project leadership
- ii. System & Database Developer: Bachelor's degree in computer science, Information Technology, or a related discipline; at least five years' hands-on experience developing and maintaining cloud-based MIS or database solutions
- iii. Data Quality Specialist: Bachelor's degree in computer science, Information Technology, Economics, Statistics, or a related field; minimum of five years' experience in data validation, cleaning, and quality assurance for large datasets
- iv. Geo-Visualization & Infographics Specialist: Master's degree in information technology, Geospatial Information Systems & Technology, or a related field; at least five years' experience producing GIS maps, interactive dashboards, and data-driven infographics.

The firm should demonstrate:

- i. At least seven years (7) of experience designing, developing, and deploying cloud-based MIS/ERP systems for donor-funded projects.
- ii. A proven track record of building regulatory-reform tracking modules, grievance-redress mechanisms, and M&E dashboards.
- iii. In-depth knowledge of Kenya's Data Protection Act, GIS data standards, and recognized cybersecurity frameworks (e.g., ISO 27001).
- iv. Capacity to deliver and support the system under a 12-month, SLA-backed maintenance contract.
- v. Evidence of capacity to develop management information systems, by providing their experience in at least three (3) similar assignments.
- vi. Provide a valid, up-to-date Tax Compliance Certificate issued by the Kenya Revenue Authority.

9. Selection Method and Applicable Regulations

The Consultant will be selected in accordance with the **World Bank Procurement Regulations for IPF Borrowers**, using [QCBS

10. Duration & Submission

- a. The assignment will last a period not exceeding 9 (nine) months. The assignment is expected to commence immediately after the signing of the contract. SDMSME reserves the right to terminate contracts for non-performance or emergent capacity constraints of the

Consulting Firm.11.Support period: Twelve months of post-go-live maintenance and troubleshooting.

b. 12.Location of assignment: Nairobi, Kenya.

13.Confidentiality, Data Protection, and Intellectual Property-

- a. All the reports, data, and information developed, collected, or obtained from the Implementing Entities, Client, and other Institutions during this assignment shall belong to the Client.
- b. No use shall be made of them without prior written authorization from the Client. Upon completion of the services, the Consulting Firm shall relinquish all data, manuals, reports, and information (including the database, codes, and related documentation) to the Client and shall make no use of them in any other assignment without prior written consent from the Client.

14. Ethical Standards

The Consultant shall comply with the World Bank’s Anti-Corruption Guidelines and applicable codes of conduct.

15. Submission deadline: **All REOI should be clearly marked KE-SDMSME-512776-CS-QCBS- Consultancy to develop KJET Project Management Information System (MIS) and submitted electronically to kjet.sdmsme@go.ke. By TIME and Date**

Contact:

Principal Secretary,
State Department for Micro, Small &
Medium Enterprises Development
Social Security House,
Nairobi, Kenya.
Email: ps@msme.go.ke
P.O. Box 30547-00100, Nairobi.