

Terms of Reference
Consultant to Facilitate Development a Save the Children Kenya Country Strategy
2011 – 2016

I. Background

Birth of One Save the Children

In a historic action of 2009, Save the Children International (SCI) members adopted a single global strategy for the period 2010 to 2015 for all 29 members. This strategy provides a clear framework for becoming one Save the Children, with a common vision, mission, values and goals. Six critical thematic areas have been identified for programming namely Health & Nutrition, Child Protection, Child Rights Governance, Education, HIV/AIDS and Emergencies. There shall be a single mechanism for delivering international programmes called the International Programme under which the currently 21 regional offices shall be reduced to only seven and all country programmes unified. The East Africa Region is scheduled to complete the legal aspects of becoming One Save the Children with a single Kenya programme by December 2012.

In Kenya, Save the Children has four SCI operational members headquartered at the capital Nairobi: Save the Children Canada, Save the Children Finland, Save the Children Sweden and Save the Children UK, having varied histories, diverse programmatic focus and offering both direct and indirect programme implementation in country. In addition the East Africa Regional Office houses technical staff from SCUS, and SC Denmark.

Save the Children members in Kenya enjoy good cooperation, including monthly Regional/Country Directors meetings, sharing security information, elaboration of Kenya Emergency Response Plan, and conducting a Child Rights Situation Analysis for Kenya. An ongoing activity is the completion of the Every One Kenya Country Plan with broad member participation on the Every One committee, under leadership of SCUUK. Further collaboration is ongoing through Child Protection, Child Rights Governance and Emergency Preparedness and Response Task Forces with full member representation guided by agreed Terms of Reference. Inter-member cooperation is enhanced at technical level by opening up training events for participation across members.

Each SCI member in Kenya runs separate programmes as determined by their respective global and country strategic frameworks. Save the Children Finland has an international programme strategy for 2011-2016 while Save the Children Canada's strategic plan for Kenya covers the period 2010-2014, closely linked to SCC 2007-2011 International strategy. Save the Children Sweden has a country strategy for 2009 -2012 and a scheduled programme midterm review for beginning of 2011. Save the Children UK, since its re-entry to Kenya in 2006, is yet to develop a country strategy. For details on current thematic prioritization of existing SCI members operating in Kenya, see Annex 1.

Need for a Common Platform

On the backdrop of political, social and economic developments in Kenya, equipped with information on the child rights situation with regards to the most needy and vulnerable children from our 2010 analysis of the situation of child rights, and taking into account the need to roll out One Save the Children strategy for 2010-2015 as we evolve into Save the Children international programmes in 2012, it is therefore timely for SCI members in Kenya to build upon their existing collaborative footing to collectively map out a strategy for achieving Save the Children's global vision and mission in Kenya.

It is anticipated that member's focus and technical expertise in thematic areas, their engagement with SCI Global Initiatives, their home government donor frameworks, and current programme strategies shall guide and inform decisions about priority implementation themes and geographic areas in the Kenya country strategy for improving children's rights over the next five years. The 5 year Kenya Country Strategy (CSP) will provide a framework for One Save the Children in Kenya coordinating SCI member's interests and resource allocations for improving children's rights situation in Kenya.

II. Goal of the consultant

Purpose: To support SCI members in the development of a 5 year Kenya country strategy 2012 – 2016 in line with the One Save the Children 2010 – 2015 programme strategy, ensure commitment to Global Initiatives and Global Campaign, taking into account Government of Kenya's policy and legislative frameworks for children. The ultimate aim is to support the advancement of Save the Children International's objective to become One Save the Children in order to achieve our vision and mission for children in Kenya.

Objective 1 : To deepen appreciation of each SCI member's programmatic strengths and cultural beliefs while identifying linkages between our thematic areas and approaches.

Objective 2. To broaden our understanding of critical child rights violations in Kenya and support SC members to select the SCI thematic areas that intersect with the critical child rights gaps and inherent strengths in order to identify sub-themes and objectives in a 5 year strategic plan.

Objective 3. To support the members in design of an approach to implement the Kenya CSP applying the Theory of Change and child rights based approach.

III. Outputs:

1. Kenya Country Strategic Plan that focuses on 6 core thematic areas, responds to critical issues affecting children's rights, engages GI appropriately, applies child rights approach, and aligns to GOK priorities for children.
2. Greater awareness by participants of each SCI member in Kenya areas of expertise, program priority areas and projects. Establish a map of SCI current operations and select future priority geographic intervention areas in Kenya.

3. Participants have a new understanding of a common programme making linkages between member's programs, core thematic areas and Global Initiatives for growth and increased impact.
4. Participants are clear on how to use SCI Theory of Change to achieve One Save the Children and have agreed upon a common approach to carry out the CSP.

IV. Activities to be undertaken by the Consultant

1. Examine CSP template and review relevant strategic and planning documents for all SC members. Hold introductory interviews with SC management members, the CSP Committee, program staff, and review of SC program materials with the objective to get an in depth understanding of the individual SC member beliefs, priorities and programs.
2. Devise a visual representation of SCI member's current programmes and how we can transition to become One Save the Children Kenya programme in 2012. Prepare a new visual representation at completion of the workshop.
3. Plan and facilitate a workshop comprised of three components to meet stated objectives for which two will be conducted internally and the third will involve stakeholders.
4. Write the Kenya Country Strategic Plan, based on the inputs from the strategic workshop. Validate, review and finalize the document.

V. Approach

The consultant will ensure that SC members during the process are involved and committed to formulation of a coherent Kenya Country Strategic Plan that cuts across the individual SC member programs.

The strategic workshop will utilise participatory and member involving approaches, facilitating constructive contribution and participation of the participants, and will aim at reaching consensus through discussions, reflections and mutual learning.

Suggested participants crucial to the success of this endeavour are key management, programme staff and technical advisors, from within Kenya, the East Africa Regional office, and SCI member headquarters. It is also optional to invite top management of key partners. The CSP Committee will prepare a participant list comprised of equal representation among SCI members as follows, with attendance be limited to maximum of 40 persons.

- SC I Kenya management and program staff
- Global Initiatives Program Managers in which Kenya is a priority country
- Program Technical Advisors from regional and head offices
- Representatives of select strategic local implementing partners

The consultant will use facilitation and leadership approaches that allow the SC members to reflect, contribute and develop ownership of the process and final outcomes, and at the

same time ensure an efficient development process, where SC members reach consensus on the framework and content of the plan.

The Core Process Harmonization Country Strategic Plan (CSP) template will be used to produce the Kenya Country Strategic Plan for 2011 -2015. See attached Annex B. All components of the CSP will be undertaken during the workshop with the exception of the Sections 3 and 8 Management Operation Standards (MOS) and overall Budget which is proposed to be completed by a team comprised of management, programme, finance and administration staff for all members in a work session once the CSP is completed.

The consultant is expected to take the full responsibility for formulation of the draft strategy, action. SC management and the committee members, as well as key staff will contribute input during group work, review of draft reports and plans, and will support the consultant with necessary background materials and interviews.

The consultant will work in close cooperation with the SC Directors through the Kenya CSP Committee, in all aspects of the process. SC Directors will approve all plans, reports and budgets.

VI. Key selection criteria for the consultant

Key selection criteria of the consultant are (1) excellent facilitation and strategic planning skills (2) knowledge of SCI and child rights programming and, (3) superior analytical and writing skills. In the event one consultant does not possess all prerequisites, it would be optional to consider an expert facilitator with support from a local or SCI internal Child Rights expert.

Specific Qualifications:

- Proven facilitation ability to motivate a diverse group to prepare an institutional strategic plan using participatory approaches, managing conflict, multiple priorities and forging an amicable focused team committed to outputs.
- Experienced application of Child Rights Based Approach to development processes
- Experience developing institutional strategic plans
- Familiarity with Save the Children International vision and mission and new organizational structures
- Holds a degree in a relevant field such as sociology, development, psychology with additional studies in recent approaches
- Superior presentation skills, knowledge of adult learning methods, excellent communicator, pleasant personality

VII. Expression of Interest

Interested applicants should prepare a detailed work plan including the following components:

- (i) Justification and relevancy of applicant’s ability to meet stated goals
- (ii) Approach to achieve completion of all specified component outputs of the CSP template
- (iii) Proposed methodology and examples of their application
- (iv) Timeline, including proposed duration, and programme plan for workshop session
- (v) Cost proposal including: man days for preparation , implementation and report preparation; any additional resources needed ; and daily rate

VIII. Cost Proposal

Activity	Man days	Amount	Total

Annex A

BACKGROUND

Ninety one years ago, Save the Children International founder Eglantyne Jebb, a teacher and sociologist, believed that all children have a right to a healthy and fulfilling life. She said, "We cannot leave defenseless children anywhere exposed to ruin - moral or physical", "We cannot run the risk that they should weep, starve, despair and die, with never a hand stretched to save them".

Since then, Save the Children International has endeavoured to inspire breakthroughs in the way the world treats children, and to achieve immediate and lasting change in their lives.

Globally, Save the Children is in the process of merging to become One Save the Children. Currently four Save the Children International members are operational in Kenya, and aim to complete the merger by 2012.

Save the Children's theory of change embraces working in partnerships to achieve results at scale in order to fulfil children's rights and ensure their voices are heard, particularly those most marginalized. Save the Children works in both development and emergency contexts.

Save the Children Canada

Core Programmes

HIV and AIDS
Youth Livelihoods
Child Rights Governance
Child Protection Systems
Basic and Secondary Education

Location

Imenti North, Imenti South, Imenti Central, Buuri, Tigania East, Tigania West, Igembe North, Isiolo, Laikipia West, Nyandarua, Kiambu and Nakuru Districts.

Principle Activities

- ~ Provision of sustainable economic and educational inputs to OVC and youth
- ~ Youth friendly HIV prevention services
- ~ Youth savings and financial literacy
- ~ Support District Area Advisory Councils and Area Labour Councils to promote and protect rights of children.
- ~ Promote decent work for girls and boys.
- ~ Basic, Secondary and Vocational Education.

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Save the Children Finland

Core Programmes

Child Protection Systems
Inclusive Basic Education
Child Rights Governance
Water, Sanitation and Hygiene (WASH)

Location

Projects' activities in Suba, Mbita, Vihiga, Sabatia, Kwale, Msambweni and Tharaka Districts. Advocacy work nationally.

Principle Activities

- ~ Supporting establishment of child protection systems at national and community levels
- ~ Awareness raising and capacity building for children, community members and government officials on child protection, child rights and participation, inclusive education and WASH
- ~ Supporting child participation and strengthening of civil society
- ~ Advocacy work towards legislative and policy changes and implementation
- ~ Research and analysis on the situation of children

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Save the Children UK

Core Programmes

Maternal and child Health & Nutrition
Food Security & Livelihoods
Child Protection

Location

Mandera, Wajir, Turkana, Eldoret Districts, Daadab Refugee Camp

Principle Activities

- ~ Providing Health and Nutritional education to communities
- ~ Providing Paediatric Counselling
- ~ Providing "Hunger Safety Net" cash transfers to promote resilience of pastoralists' livelihoods
- ~ Providing foster care for unaccompanied and separated children arriving in refugee camps
- ~ Providing child friendly safe places for recreation input for children

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Save the Children Sweden

Core Programmes

National Child Protection Systems
Child Protection in Emergencies
Access to Quality Basic Education
Child Rights Governance

Location

Central, Nairobi, North Eastern, Nyanza Rift Valley and Upper Eastern Provinces.

Principle Activities

- ~ Advocating for the establishment of National Child Protection Systems and mechanisms
- ~ Protection of children in emergencies
- ~ Advocating for the provision of quality basic education to all children in emergency and non-emergency settings.
- ~ Working with Civil Society Organizations and children to ensure that Human Rights and Child Rights Instruments are being utilized to monitor the implementation of child rights

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Annex B.

Country Strategy Planning during IPU Transition

Guidance Notes

The IPU will not be developing a Country or Regional Programme Strategy development and approval process for when the first two regions transition into IPU. As Country Offices and Regional Programming transition into the IPU, change managers will be providing the following guidance for countries or regional programmes who want to work on new or update existing Country Strategy Plans (CSP). The purpose of the CSP is to identify and define the overall and thematic focus of the country or regional programme for internal and external audiences:

- For multiple entity countries (e.g., Bangladesh and Pakistan), the new IPU country office will be encouraged to develop a light strategy by bringing together each Members' strategies under the framework of the Save the Children International 2010-2015 strategy (similar to what currently happens in UP) An interim CSP template will be provided based on the CPH Country Annual Plan.*
- For single entity countries (including unified countries and countries with only one Member present) and regional programming, if the country office needs to update or review their Country Strategy Plan, we will suggest that they use the interim IPU CSP template and the Save the Children International 2010-2015 strategy as the basis for their strategic plan.*
- In addition to the Save the Children International 2010-2015 Strategy, information about the Global Initiatives business plans will also be available*
- For additional guidance in designing the process to complete this template, Country Offices are encouraged to contact the IPU Regional Office*

The Country Office or regional programme light strategies or strategy updates will be reviewed by the Regional Office and then made available to all Members.

Country Strategy Plan Template

**Save the Children: Country X
Country Strategy Plan**

I. Summary and Context

1.1.Overall Goals for the Strategy Period

Should include:
A short summary of overall goals/focus for the strategy period

1.2.Strategic Intent

Should include:

- An overall description of the strategic aims
- Strategic Choices of thematic areas
- Justification of strategic choices
- Linkages (potential for programmatic linkages between the chosen thematic areas)
- Potential growth within each thematic area
- Justification for geographic spread (include intent for working in new geographic areas, as well as exits)
- Exit strategies

1.3.Country Context

Should include:

- A description of the political and economic situation,
- Humanitarian situation and key preparedness considerations,
- Donor funding context and child rights situation.
- Please reflect on other main socio-economic factors with implication for children's lives, status according to MDGs, UN Human Development Index etc.
- Save the Children's role and potential in the country

1.4.Internal Context – Management and Operational issues

Should include:

- Management strategies for achieving strategic intent
- Main management objectives

2. Strategic / Thematic Objectives –

Sector/ Theme Area	Planned Objective	Expected Results (Changes in children's lives)	Baseline
Theme Area 1	Long term objectives expected over course of strategic period	Include outcome indicator (qualitative or quantitative)	
	Objective 1.2	•	•
	Objective 1.3	•	•
Theme Area 2	Objective 2.1.	•	•
	Objective 2.2.	•	•
		•	•
		•	•
		•	•

3. Management/Operational Objectives (IPU MOS) –

Area	Planned Objective	Expected Results	Baseline
Area 1 e.g. Country Leadership	Long term objectives expected over course of strategic period	Include outcome indicator (qualitative or quantitative)	Current status
	Objective 1.2	•	•
	Objective 1.3	•	•
Area 2	Objective 2.1.	•	•
	Objective 2.2.	•	•
		•	•
		•	•
		•	•

4. Overall Programme Assumptions, Risks and Mitigations

4.1. Assumptions

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Should include:

- A description of the overall programme assumptions and the impact that these may have on achieving objectives/strategy

4.2. Risks to programme success and sustainability and Mitigations

Risks	Potential Impact	Strategy for mitigation
Risk 1	xxxx	Ixxxx
Risk 2	xxxx	Ixxxx

5. Common Principles (e.g. child participation)

Should include:

- A description of which function the common principles will have in the programmes
- A description of how the common principles will be employed
- A description of the expected results for the period in relation to the common principles.

6. Partnerships

Should include:

- A description of the strategy for working with partners at local and national level, with focus on the following: Implementation, capacity development and sustainability.
- In addition to this, please describe the strategy for collaboration with the local, national and international humanitarian and development community to increase impact.

7. Monitoring and Evaluation

Should include:

- A description of M&E development for the period (systems, competence, resources etc)
- A description of how the Country Office will monitor and document progress and outcomes
- An overview of planned evaluations and follow-up for the period

8. Overall budget and Resources Needed

Theme or sector area	Budget Required						Funding Secured	Comments
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Total		
Theme area 1								
Theme area 2								
Theme area ...								
Programme Mgt / Admin costs								
Total								

