



TERM OF REFERENCE (ToR) FOR THE RECRUITMENT OF INDIVIDUAL CONSULTANT (IC)

Terms of Reference for Consultancy to develop a communications and knowledge management strategy for the African Peer Review Mechanism (APRM)

GENERAL INFORMATION

Services/Work Description: Develop a communications and knowledge management strategy for the African Peer Review Mechanism (APRM)

Project/Program Title: Regional Governance Project

Post Title: International Consultant (IC)

Firms are not eligible for this consultancy assignment

Consultant Level: Level C (Senior Specialist)

Duty Station: Home-based

Expected Places of Travel: South Africa

Duration: 21 working days

Expected Start Date: Immediately after Signing the Contract

I. BACKGROUND / PROJECT DESCRIPTION

The African Peer Review Mechanism (APRM) was launched in 2003. It seeks to deepen democratic practices, by strengthening achievements, disseminating best practices and rectifying underlying deficiencies in governance and socio-economic development processes of member states. The aim of the APRM is to encourage and build transformative leadership and constructive national dialogue, through an inclusive and participatory self-assessment process, and foster policies and practices that would lead to the attainment of political stability, high economic growth, sustainable development and accelerated sub-regional and continental economic integration. Increasing public awareness would enhance effective participation of the member states of the AU.

As at 29 January 2015, 35 countries had acceded to the APRM. 17 of the acceded 35 member states have undertaken the review, developed National Plans of Action and are now at various levels of implementing the Plans. The APRM is an Africa leaders' initiative which measures the status of the country under review in terms of Democracy and Political governance, Economic governance and Management, Corporate governance, and Socio-Economic Development. The initiative has been under-publicized thus undermining its achievements in its 12 years of existence. This also means that its reformative results in the 17 countries reviewed have equally been under reported, less known and appreciated, less acknowledged and, indeed, less able to attract new members as well as supporters (including development partners for increased funding of its activities). The pertinence of communicating successes achieved and documenting knowledge gained from implementing the APRM in the past 12 years cannot be underestimated.

Clear communication of achieved results and documentation of knowledge gained increases stakeholder buy-in and mobilization; it increases clarity on expectations, roles and responsibilities, as well as information on progress and performance. By communicating its key results and documenting knowledge gained consistently and effectively, APRM is able to:

- Demonstrate value addition to governance transformation and service delivery;
- Foster the participation of various stakeholders within the participating countries and attract more countries to accede as well as support from outside Africa.
- Boost relationships with a number of key internal and external stakeholders and thereby strengthening partnerships.

Similarly, knowledge management provides the history which cannot be told by any staff due to the fluidity of today's working environment. It generally involves three processes namely knowledge creation, knowledge retention, and knowledge transfer. In order to build high performing teams and maintain a high performing organization, it is important people have access to the existing knowledge about organizational processes. APRM has over the years created a gargantuan knowledge through its review process but has not been able to maintain knowledge retention and transfer that is systematic. How the massive information generated from 17 reviews so far and many more to be generated in the coming years will be managed effectively to create awareness, build partnerships and raise resources is of interest for the development of a communication and knowledge management strategy.

II. SCOPE OF THE WORK

APRM seeks to engage a consultant to conduct a communication and knowledge dissemination analysis of the organization and develop a comprehensive 3 year communication (internal and external) and knowledge dissemination strategic plan and guidelines for communications (including reputation risk management), knowledge sharing, public awareness, publicity and advocacy. The strategy will include a description of the approach/method to measure effectiveness of the strategy and a description of the communication roles and responsibilities for all organs of APRM (Secretariat, Committee of Focal Points, Panel of Eminent Persons and the APRM Forum).

Specifically, the consultants will be required to:

- Examine and determine the communication and knowledge dissemination requirements that must be met to support APRM vision and mission;
- Propose approaches for fulfilling APRM's communication (internal and external) and knowledge dissemination requirements in a comprehensive and coordinated strategy, including highlights of what could be quick wins for immediate implementation;
- Propose the use of various types of information products and technologies that can be used by APRM in this effort;
- Prepare a complete implementation plan for the strategy; and
- Prepare a resource list and estimated implementation budget.

III. OBJECTIVE

A communication and knowledge management strategy is an instrument for supporting the systematic planning, development and use of the communication and knowledge system, and its resources and possibilities, and for ensuring that they function efficiently in enhancing the development agenda of the continent. Efficient, widespread and continuous public communication is an important prerequisite for democratic governance. In the developing or re-emerging democracies of Africa, social communication provides the cement that binds various communities and social groups together in their

resolve to build new societies. It can create linkages between political, religious, traditional and community leaders and their followers, and can build bridges between rural and urban communities and across generationsⁱ.

The overall objectives of the APRM Communication and Knowledge management are as follows:

- Promote the APRM, its overall purpose and rationale in a coherent manner to institutional stakeholders and segments of the general public.
- Enhance access to information and exchange of information on the APRM, its results and best practices with the immediate and wider audiences, and create opportunities for dialogue and engagement on substantive issues with immediate stakeholders.
- Ensure due acknowledgment and visibility of all immediate stakeholders in the programme, including donors, in a systematic way.
- To inform a variety of stakeholders about the APRM and ensure their confidence in its progress and performance in order to contribute to the continuity and smooth implementation of the programme, while managing their expectations in terms of immediate and widespread outcome and impact.

IV. TASKS TO BE PERFORMED BY THE CONSULTANT

- i. Review relevant background materials, including reports, policies and procedures etc
- ii. Hold consultations with secretariat staff, Committee of Focal Points, Panel of Eminent Persons and the APRM Forum and its strategic partners (UNDP, AfDB and UNECA) and other stakeholders considered critical in this regard.
- iii. Identify strategies, activities and resources required for the strategy to be implemented in the next 3 years;
- iv. Draft a comprehensive 3-year corporate Communication and Knowledge Management Strategy strategic plan.

V. EXPECTED OUTPUTS AND DELIVERABLES

- An inception report detailing the approach, activities and timelines of the assignment;
- Interim draft strategy - the Consultant will be required to make a presentation of an interim draft strategy that will be subject to review by APRM management
- A final strategy and report, subject to approval of management as per dates approved in the inception report , setting out:
 - ✓ detailed communication and knowledge dissemination strategy,
 - ✓ proposals, in outline, of the types of informational materials suggested for use as part of the communications and knowledge dissemination strategy
 - ✓ an implementation plan, including a detailed resource list and estimated budget, and roles and responsibilities
 - ✓ a draft evaluation instrument for measuring the effectiveness of the strategy.
- The KM dissemination strategy should incorporate the following:
 - Creating communities of practice and knowledge networks that share knowledge on substantive governance issues. The KM system should allow APRM to identify, collaborate with, and track sources of expertise within African member states, with

policy-makers from the public and private sectors, experts, researchers, academia, civil society, as well as other Pan-African institutions.

- The Knowledge management system should also allow for building a common framework to store, locate and share the knowledge produced at different levels of the APRM system – national KM networks; continental level institutions including the APR Panel, Committee of Focal Points and the continental Secretariat.

VI. INSTITUTIONAL ARRANGEMENT / REPORTING RELATIONSHIPS

The selected consultant will work under the overall guidance of APRM Chief Executive Officer (CEO) with input from the UNDP's Cluster Director/Regional Cluster Leader, Governance and Peacebuilding in Africa. The consultant has overall responsibility for the management of the processes leading to the production of the deliverables of this consultancy, including establishing those relationships and arranging meetings with those persons and entities from whom information will be procured.

VII. DURATION OF THE WORK

The entire consultancy conducted over a period of 21 working days between 1st June and 31st August, 2015

VIII. QUALIFICATIONS OF THE SUCCESSFUL INDIVIDUAL CONTRACTOR (IC)

This is an Individual Consultancy. Applicants are required to possess the following minimum qualifications:

- A minimum of a Masters degree in a related field and ten (10) years of relevant work experience.
- She/he must have had experience in conducting communications needs analysis and developing strategic plans for similar organizations.
- Professional communication and media related qualifications
- Experience in handling scientific publications;
- He/She must have at least 5 years experiences in communication and dissemination related to governance and peacebuilding in Africa. Possession of such experiences at international level will be an added advantage.
- Language requirement: Fluency in English. Working knowledge of French is added advantage.

IX. CRITERIA FOR SELECTING THE BEST OFFER

Upon the advertisement of the Procurement Notice, qualified Individual Consultant is expected to submit both the Technical and Financial Proposals. Accordingly; Individual Consultants will be evaluated based on Cumulative Analysis as per the following scenario:

- Responsive/compliant/acceptable, and
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation. In this regard, the respective weight of the proposals are:
 - a. Technical Criteria weight is **70%**
 - b. Financial Criteria weight is **30%**

| Criteria | Weight | Max. Point |
|---|------------|------------|
| Technical Competence (based on CV, Proposal and interview (if required)) | 70% | 100 |

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|---|--|-----------|
| ▪ Understanding the Scope of Work (SoW); comprehensiveness of the methodology/approach; and organization & completeness of the proposal | | 50% |
| ▪ Sound experience (at least 15 years) of undertaking technical policy-focused research related to communication, knowledge management, inter-governmental relationships and issues related to documentation. | | 25% |
| • Demonstrable knowledge and understanding of the AU and its agencies – APRM, NEPAD etc | | 10% |
| ▪ Ability to carry out research, to contribute to the formulation of policies, processes and guidelines on Democracy and Good Political Governance, Economic Governance and Management, Corporate Governance and Socio-economic Development | | 15% |
| Financial (Lower Offer/Offer*100) | 30% | 30 |
| Total Score | Technical Score * 70% + Financial Score * 30% | |

X. PAYMENT MILESTONES AND AUTHORITY

The payment arrangement will be on lump sum basis with the following schedule for each deliverable:

- 20% upon submission of an inception report detailing the approach, including activities and timelines, of the assignment – by 15th June, 2015;
- 40% upon submission and presentation of an interim draft strategy to the APRM – by 31st July, 2015
- 40% upon submission of the final copy of the 3-year Communication and Knowledge Management Strategy after incorporating all comments and inputs received from all stakeholders – by 31st August, 2015.

XI. CONFIDENTIALITY AND PROPRIETARY INTERESTS

The Individual Consultant shall not either during the term or after termination of the assignment, disclose any proprietary or confidential information related to the consultancy service without prior written consent. Proprietary interests on all materials and documents prepared by the consultants under the assignment shall become and remain properties of UNDP.

This TOR is approved by:

Name: Ozonnia Ojielo

Designation: Cluster Leader, Governance and Peace Building

Signature: _____

Date Signed: _____