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TERMS OF REFERENCE

CONSULTANCY SERVICES TO DEVELOP KNOWLEDGE MANAGEMENT AND COMMUNICATION STRATEGY FOR THE HORN ECONOMIC AND SOCIAL POLICY INSTITUTE (HESPI)

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Addis Ababa, Ethiopia

1. Background

The Horn Economic and Social Policy Institute (HESPI) is an independent regional policy research and capacity building institution, established to support the formulation and implementation of sound economic and social policies in the Intergovernmental Authority on Development (IGAD) member states in particular, Africa and low-income countries at large¹. Since its establishment in 2006, HESPI has made significant contributions in the areas of macro-economic management and financial governance, trade development and regional integration, climate change adaptation and resilience building, and inclusive and sustainable growth and transformation. In recognition of its impactful work, HESPI was ranked among the top global policy research-oriented think tanks in 2020 by the Think Tanks and Civil Societies Program (TTCSP) of the Lauder Institute at the University of Pennsylvania. The mission of HESPI is thus to continue its role as a premier regional think tank conducting relevant and high value research. Additionally, it aims to strengthen local capacity in rigorously addressing the challenges and opportunities faced by these economies.

As a policy research organization that regularly generates research-based evidence to create awareness, influence policy reforms and impact processes. HESPI is therefore ought to have a well-crafted Knowledge Management and Communication (KMC) strategy to systematically communicate its research findings to all affected by development issues under consideration and equally the policy governance bodies. In that sense, the development of this KMC strategy will be reinforced, informed and guided by the African Capacity Building Foundation (ACBF) initiative called “Strengthening African Leadership for Climate Adaptation (SALCA) program. The program aims to strengthen the organizational performance of HESPI, elevating it to a recognized research centre of excellence specialising in policy research and institutional capacity building within the IGAD and broader African region. The ACBF/SALCA Program renders is the support to HESPI, facilitating the development of its institutional corporate and operational strategies (including the KMC). This process aligns with the broader capacity building efforts targeting Africa-based and African-led organizations. Through this collaborative approach, HESPI's KMC strategy will benefit from valuable capacity-building resources and expertise provided by the Program, driving the Institute's progress and impact through effective communication.

The development of a comprehensive KMC strategy for HESPI is identified as one of the capacity needs under the SALCA program to transform the Institute into a better communication and effectively knowledge managing organization. As stated above, as a knowledge-generating and disseminating entity, HESPI has been actively sharing its high quality research outputs including reports and policy briefs through various channels. These dissemination efforts include organizing face-to-face policy forums, utilizing digital platforms, and regularly updating its interactive website with the latest outputs. Furthermore, the Institute shares some of its outputs on the ACBF's virtual library and collaborates with other partners to reach a broader audience. To ensure widespread distribution, HESPI maintains a permanent mailing list, regularly sharing its products with governmental, non-governmental, and private sector stakeholders. Additionally, the Institute leverages social media platforms with the support of an ICT specialist. Both electronic and print media are also utilized effectively to reach diverse audiences and circulate its messages extensively. The KMC strategy will build upon these existing practices, enhancing the reach, impact, and accessibility of HESPI's valuable knowledge resources.

However, HESPI's KMC efforts have not been framed into a strategy to help the institute excel in communicating its knowledge for broader and deeper influence and impact. Besides, the SALCA

¹ The current IGAD member countries are Djibouti, Eritrea, Ethiopia, Kenya, Somalia, South Sudan, Sudan and Uganda

proximate entities² are required to have this organizational function to transform themselves into communicating and professionally knowledge managing research centres. Thus, HESPI not only seeks to develop a KMC under the SALCA program, but also plans to train its relevant staff members on it.

HESPI is therefore seeking for a qualified consultant to develop HESPI's KMC strategy and provide training for relevant HESPI staff members on KMC.

2. Objectives

The objectives of the consultancy assignments are to:

- Develop a KMC strategy for HESPI, defining; guiding principles to systematically generate, organize and share information for enhanced external influence and impact. The KMC Strategy will nurture a culture of informed decision-making and continued learning and sharing within the Institute. Critical knowledge areas of HESPI will be identified, and effective methods of generating, analyzing, organizing, storing and communicating knowledge both internally and externally will be delineated.
- Provide relevant HESPI staff with comprehensive training and equip them with the necessary knowledge and skills pertaining to KMC.

3. Scope of work

The consultant who will develop the KMC strategy and provide the training on KMC will perform the following scope of work:

- Developing an inception report based on the TOR that outlines a well-structured and participatory methodology for KMC strategy development. Collaboration with the HESPI staff, management, and board members, partners will be integral. The inception report will have clear and realistic plans and strategies with deliverables, indicators and tools for crafting a high quality and usable KMC strategy.
- Conducting a KMC capabilities audit of HESPI, assessing the Institute's current capabilities in terms of technology used, messaging skills, and other relevant aspects. The audit will identify gaps and propose actions to strengthen the KMC function for greater effectiveness.
- Explore and identify the business/organizational value that an effective KMC strategy can bring to HESPI. By prioritizing the required actions to deliver these values the consultant will ensure that the KMC strategy aligns with HESPI's objectives and enhances its impact.
- Develop a comprehensive KMC framework that enables HESPI to plan design, optimize and scale its knowledge dissemination efficiently. The framework will combine existing information and present it in a user-friendly manner, ensuring easy accessibility and retrievability. The strategy will provide clearly guidelines for knowledge management, facilitating HESPI's effective handling of information, data, and knowledge for the benefit of the stakeholders.
- As part of the KMC strategy implementation, the consultant will conduct a KMC skills and knowledge audit among relevant HESPI staff members. This audit will identify critical capacity gaps and serve as the foundation for tailored training.

² Organizations that are based in Africa and led by Africans

- The consultant will then prepare tailor-made training curriculum and provide quality handouts (modules & reference materials) to equip selected HESPI staff with the necessary KMC skills and knowledge.
- Providing hands-on training sessions, empowering the identified staff members with the expertise required to effectively implement the KMC strategy and enhance knowledge dissemination and communication efforts at HESPI.

4. Methodology

The assignment will be conducted using various methods such as but not limited to:

- Assess KMC practice of the Institute with the ICT specialist, the researchers and other relevant staff
- Assess and identify required ICT and other relevant inputs for effective KMC
- Assess training needs for improved KMC
- Prepare Training materials and train relevant staff of HESPI on KMC
- Provide reference materials that can build staff skills and knowledge on KMC

5. Key Deliverables

At the end of the proposed planning exercise, the following deliverables are expected:

- Inception report detailing the approach/methodology that the consultant will follow in developing the KMC strategy; and details of timeline and logistic requirements
- Draft KMC strategy document that outlines the guiding principles for a systematic approach to generate/create and share information
- Organize review and validation workshops of the draft KMC strategy
- Incorporate all comments and additions from the review process; and produce final KMC strategy to help effectively communicate HESPI's ambitions and guide its interventions and systematize its KMC function
- Prepare standard training modules, Power Point Presentation Slides and other training materials on KMC and train selected HESPI staff members on KMC.

6. Desired Qualification, Experience and Competencies of the consultant

- Post-graduate University Degree in journalism, communication science, knowledge management or related field.
- At least ten (10) years of progressive professional experience demonstrating expertise in leading and developing strategic communication approaches, including the formulation of institutional communication plans
- Strong operational and training expertise in KMC with a focus on social media and media-related outreach
- Proficiency in technical writing skills, with the ability to synthesize research and policy reports for diverse audiences employ effective knowledge repository methodologies.
- Proven experience in identifying and developing relationships with media partners, platforms and influencers that can contribute to the HESPI visibility and information outreach
- Excellent communication skills, coupled with the ability to generate innovative multi-channel content to facilitate knowledge sharing and raise HESPI's visibility.

- Superior designing skills with expertise in using ICT tools for KMC purposes.
- Demonstrated capability to research, outline, write, and edit new and existing content, working closely with various departments to understand project requirements.
- Competence in working with development and support leads to identify all documentation repositories, revise and edit content, and determine optimal solutions for data compilation and centralized storage.
- Proficiency in developing content in alternative media formats to maximize usability while maintaining a consistent and cohesive voice across all documentation
- Experience in conducting training sessions for middle and senior-level, empowering non-communication professionals with essential skills in this domain.

7. Duration of the Assignment and Remuneration

The provisional starting date of this assignment is on 1st October 2023, with the expected end date of 30th of November 2023. The consultant will submit a financial proposal along with other documents listed below. The consultancy fee excludes travel expenses and per diems which may be paid by HESPI in accordance with HESPI's and the ACBF's Travel Policy. The consultant shall receive 20% of the remuneration upon submission and approval of the inception report, 40% after the delivery draft report based on the TOR, and the remaining 40% after meeting all deliverables and expected outputs.

8. Content, Timing and Submission

All outputs must match quality standards. The text of the KMC strategy and the training materials should be illustrated as appropriate with graphics. The final deliverables of the KMC strategy along with all other relevant attachments is expected to be submitted on the 30th of November 2023.

The deliverables and tentative timeline are presented in the table below.

Table 1. Deliverables

No.	Milestones	Timeline
1	Submission of Inception Report Including Draft Report Outline	1 st October 2023
2	Conclusion of Field Consultative Missions	10 th October 2023
3	Submission of Draft Reports	30 th October 2023
4	Submission of final revised reports	15 th November 2023

9. Location and Working Arrangements

This assignment will involve travel mission primarily to Addis Ababa, Ethiopia and to selected organizations in the IGAD member countries. The consultant will be given access to relevant information (secondary data and stakeholders contacts) necessary for execution of the tasks under this assignment. The Consultant will be responsible for providing her/his own laptop and phone for access to reliable internet connection while in the field and at home base. However, HESPI can provide the internet access while in mission in Addis Ababa or Kenya.

The successful consultant will work under the general guidance of HESPI focal person and the HESPI SALCA Program Implementation Committee (PIC). For virtual and face-to-face communications, the HESPI Regional Head Quarters in Addis Ababa Ethiopia will remain open between (0830 – 1700 GMT). The consultant will seek inputs from and regularly liaise with the PIC for all important matters related to

the assignment throughout the period of its implementation. HESPI and the ACBF will critically review draft reports for quality assurance and provide feedback on the deliverables within a maximum of ten working days. Approval of the documents and reports by the HESPI and the ACBF as deliverables will be a prerequisite before any payments are made to the consultant.

10. Language

All applications and reports should be written in English, single spacing font size 11, Times New Roman and submitted as both word and pdf versions.

11. How to Apply

Qualified and interested individuals are required to electronically submit a cover letter, updated Curriculum Vitae, their technical and financial proposals to HESPI via daniel.fantaye@hespi.org and fredu.nega@hespi.org by 20th September 2023, 5:30 PM East Africa Time. Please quote expression of interest EOI for HESPI-SALCA KMC Strategy Development in the subject line.