



NEPAD PLANNING AND COORDINATING AGENCY

TERMS OF REFERENCE

TerrAfrica Partnership Knowledge Management Strategy & Action Plan

Position title:	Production of TerrAfrica Knowledge Management Strategy & Action Plan
Position type:	Consultancy
Office/Project:	TerrAfrica Partnership
Conditions of work:	<ul style="list-style-type: none">- Part Time/Consultancy- "If negotiations with bidder(s) were to fail, NPCA shall, as of right, reject proposal(s) and cancel the bidding procedure, without thereby incurring any liability whatsoever towards bidder(s)."- The signature of a contract with a selected bidder shall occur within fourteen (14) working days after the date of submission of the contract failing which the negotiations shall be considered as broken off indefinitely and the proposed draft contract shall become null and void."- Development of a TerrAfrica Partnership Knowledge Management Strategy & Action Plan
Duration of contract:	Three (3) months
Requirement for travel & Location:	There will be either a virtual or physical kick-off meeting with the TerrAfrica secretariat at the beginning of the assignment. Other work will be conducted by phone, email, or through Skype. Any travel to either kick-off or presentation meeting will be paid/reimbursed separately by NEPAD under TerrAfrica.
Conditions of payment:	Lump sum all inclusive (in three instalments upon completion and acceptance of specific deliverables)
Qualifications:	<ul style="list-style-type: none">- A consultant with experience in knowledge management for development solution/ strategy development, implementation and governance in addition to an established knowledge management practice group with a dedicated team. Related work experience in support of actual development operations would be an advantage, as would work in natural resources management (NRM) related fields.- The consultant must have a minimum seven (7) years related work experience.

Competencies:	Consultant with expertise in developing a thorough, integrated multi-year knowledge management strategy and action plan for a global partnership.
Direct Supervisor:	The consultant will be under the direct supervision of the TerrAfrica Secretariat and will primarily report to the Knowledge Management Officer at the TerrAfrica Secretariat for final sign off.

BACKGROUND

The New Partnership for Africa's Development (NEPAD) is a socio-economic flagship program of the African Union (AU). NEPAD's four primary objectives are to eradicate poverty, promote sustainable growth and development, integrate Africa in the world economy and accelerate the empowerment of women.

TerrAfrica is an African-led partnership that was established in 2005 and aims at addressing land degradation in Africa by promoting scaled up, harmonized support for effective country-driven sustainable land and water management (SLWM) practices and interventions. Partners include 24 Sub-Saharan countries, the African Union, Regional Economic Communities, as well as development partners such as the UN bodies, the World Bank (as co-chair with NEPAD), EU, bilateral development partners and civil society. Partners collaborate on three main directions, at both national and international levels, which are: (1) coalition building and advocacy, (2) knowledge management and sharing, and (3) support to the preparation of scaled up SLM investments at country level.

TerrAfrica has generated: country coalition, knowledge products and related processes, Country Strategic Investment Frameworks (CSIFs), portfolio of programs/projects etcetera within its member countries across the continent.

RATIONALE

Addressing a complex phenomenon such as SLWM in Africa, requires a focused and integrated approach to knowledge management vis-à-vis overall knowledge dissemination. TerrAfrica knowledge aims at supporting the activities implemented in the countries by directly informing operation managers, operation teams, planners, key stakeholders and policy makers towards developing a more effective and scaled up SLWM. Building on past experience and considering emerging plans/initiatives, TerrAfrica partners have identified the need to review, update, refocus and rationalize their Knowledge Management (KM) strategy so that it more effectively supports its agenda and target audience.

OBJECTIVES

The objective of this assignment is to develop the TerrAfrica Partnership Knowledge Management Strategy & Action Plan. In this regard, TerrAfrica wishes to engage a Knowledge Management consulting expert with adequate experience and expertise in developing strategies and plans on Knowledge Management for development, preferably with multi-lateral organizations, government

or NGOs.

DETAILED SCOPE OF WORK

The main tasks of this consulting would include the following:

1. Knowledge Management assessment and benchmarking

Firstly, the consultant is to be fully familiarized with the purpose of TerrAfrica's current work toward scaling up SLM and the rationale for its KM action, and will need to read some background materials such as the independent evaluation report, the 5 year business plans, the review of the SIP portfolio, and foundational notes on KM. The consultant should review/clarify TerrAfrica goals and define accordingly the specific goals for the KM strategy and actions, which must be measurable. In particular, the consultant should inform TerrAfrica's upcoming development priority issues agenda for KM consideration towards scaling up SLWM and resilient landscape management, as perceived *inter alia* by the target audiences and considering existing/upcoming initiatives on the issue.

Given the above KM goals, the consultant shall undertake an assessment of TerrAfrica's priority clients/partners (who form the critical mass of people that the KM strategy and action plan should target in order to achieve the TerrAfrica goals), and their priority needs for KM support - by mapping out the main different categories of stakeholders and partners, and assessing current related priorities with regards to the SLM agenda in Africa. In addition, the consultant shall also identify:

- The kind of behavioural changes expected from them as a result of knowledge related activities (i.e. focusing on 'how the knowledge will be used', vs. only "how will it be collected and shared?").
- What services they already access either under TerrAfrica or otherwise.

The consultant will hence define what kind of priority knowledge to manage that is tailored to each audience identified above, e.g. (and indicatively): Policies; Best practices Tools and instruments; Guidelines, Policy notes, and Learning modules; Expert Support (via clinic, training and knowledge exchange events) and link this to section 3 below.

The consultant shall conduct an assessment of current organizational practices, processes and tools, and as well review the quantity and quality of KM products, and make recommendations in the strategy, on how to improve quality control. An inventory of related systems, which will become part of the KM exercise is also to be done. This includes looking at how the KM agenda is set over time under TerrAfrica, and how to improve the related agenda setting process.

The consultant should also benchmark the status of KM within TerrAfrica against KM best practices in similar organizations worldwide and make recommendations in the proposed KM strategy and action plan.

2. GAP Analysis and Change Management Strategy

Based on the Assessment and Benchmarking done, the KM consultant should perform a GAP

analysis, including an assessment of actions to overcome these gaps and current insufficiencies, and the eventual result(s) TerrAfrica partners should aim to reach. The consultant will also propose actions / mechanisms to mobilize new / existing partners/stakeholders towards effective KM support and organizational changes required to meet the KM strategy. On the basis of this GAP analysis, a Change Management Strategy should be re drawn up and presented, outlining a phased approach and required activities, given the partnership nature of TerrAfrica.

3. Knowledge Management Framework development

Drawing from the above analysis and to inform the KM action plan, the analysis will *inter alia* address the following questions/ issues: Where and how to get the required knowledge (at the required scale, with the required technicity, while being adapted to client's needs etc.)? What knowledge? What modality of delivery? Under what timing? And who should carry out what (item by item)?

The consultant shall undertake an assessment of TerrAfrica's clients and current / potential partners who are already providing this service and consider possible collaboration. In this regard, the consultant should also briefly assess how other similar KM systems in NEPAD and other relevant organizations have performed in order to draw lessons. Based on the assessment and benchmarking results and NEPAD's existing KM systems, the consultant shall proceed to identify the key components of a Knowledge Management Framework for TerrAfrica. The framework would lay out the key aspects including Roles, Processes (incl. Assets), Technologies and Governance.

In particular, the KM strategy and action plan should recommend mechanisms to promote, mobilize and leverage KM capacity and resources over time (e.g. as purely indicative, competitive grant mechanisms) and should be results oriented.

Tools/instruments to be based may include a combination of some of the following (not exhaustive list):

- South to south knowledge/exchanges;
- Learning events (face to face & etc.);
- Knowledge Portal;
- Expert Profiles;
- Collaborative Workspaces, Blogs and Wikis;
- Knowledge Broking services;
- Document and Asset Libraries/ Banks;
- Learning System/material;
- Studies, manuals, guidelines;
- Documents, policy/technical briefs.

Communities of Practice (CoP)

The consultant should specifically examine, assess and benchmark the possible value and limitations of CoP and, if relevant, describe the strategy for setting up and facilitating them. If indeed CoP appear to be a priority tool to consider, the approach required to promote such

communities and help them succeed should be detailed.

4. Solution Definition and Action Plan to implement the KM Strategy

The consultant will draw up the action plan for implementation of the KM strategy within TerrAfrica and its constituents, stakeholders, partners and users. The solution should be in line and coherent with the similar initiatives in other group organizations within NEPAD, and multilateral organizations such as the World Bank, the United Nations and the African Union.

Therefore, the plan will need to be strictly prioritized (realistic, making an impact, needs based, avoiding duplication, meeting subsidiarity principles...). It should indicate the approach/ strategy to promote, mobilize and use existing capacity in Africa and among partners (e.g. partnering, outsourcing, externalizing, leveraging...).

5. Cost estimate

The consultant will estimate the cost of the KM action plan.

DELIVERABLES

The following shall be the deliverables for this assignment:

- A. Interim Draft KM Strategy and Action plan indicatively, it should *inter alia* include the following elements:
 - Knowledge Management Assessment and Benchmark.
 - GAP analysis;
 - TerrAfrica Knowledge Management Strategic Directions, Solution and Implementation Plan;
 - Change Management Plan/Strategy.

- B. Final Draft KM Strategy and Action plan indicatively, it should also provide the Knowledge Management Framework, including the approach to promoting Communities of Practice if relevant, recommendation on KM Tools, and recommendations for metrics and monitoring of KM (with relevant benchmarks to monitor, process and success criteria) and costing.

The final main report should not have more than 20 pages, not including the annexes.

ACCOUNTABILITY

The consultant will be under the direct supervision of the TerrAfrica Secretariat and primarily report to the Knowledge Management Officer for final sign off. In undertaking this exercise, the consultant will accordingly be expected to liaise frequently with the TerrAfrica Secretariat.

Contributions from TerrAfrica NEPAD & World Bank team.

- Facilitate necessary contacts and provide necessary information;
- Consult with the TerrAfrica KM working group;
- Monitor and supervise the assignment including (review, comment and approve the

deliverables in a timely manner); and

- Pay the consultant as per agreed payment schedule (NEPAD).

- **COPYRIGHTS**

All materials/documents arising out of this consultancy work shall remain the property of the NEPAD Planning and Coordinating Agency (NPCA).

- **SUBMISSION REQUIREMENTS**

The following documents must accompany the application:

- **COVER LETTER**

- **TECHNICAL PROPOSAL CONTAINING (no longer than 4 pages):**

- Company Profile/Detailed Curriculum Vitae of consultants;
- Approach and methodology to be used in undertaking the assignment;
- Proposed Work Plan and timeframe;
- Details of similar assignments previously undertaken.

- **FINANCIAL PROPOSAL**

- Prices should be in USD or ZAR (only for South African bidders) and should not exceed **the budget of \$20,000;**

- **SUBMISSION DATES**

Deadline for submission of applications:

Electronic Submission: the email message must be clearly marked "APPLICATION FOR CONSULTANCY – **TerrAfrica Partnership Knowledge Management Strategy & Action Plan** –" in the Subject Line. E-mail: procurement@nepad.org on the 27th July 2016.