**Annex 1A**

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**REPUBLIC OF KENYA**

**MINISTRY OF INDUSTRY, TRADE AND COOPERATIVES**

**STATE DEPARTMENT FOR INDUSTRIALIZATION**

**REQUEST FOR EXPRESSIONS OF INTEREST**

**(CONSULTING SERVICES – FIRM SELECTION)**

**Project Name: Kenya Industry and Entrepreneurship Project (KIEP)**

**Project ID: P161317 (Credit No.: IDA 6268-KE)**

**Assignment Title: CONSULTANCY SERVICES FOR DEVELOPMENT AND IMPLEMENTATION OF COMMUNICATION STRATEGY**

**Reference No.:** **KE-SDII-71159-CS-QCBS**

**TERMS OF REFERENCE FOR THE CONSULTANTS**

**Terms of Reference: CONSULTANCY SERVICES FOR DEVELOPMENT AND IMPLEMENTATION OF COMMUNICATION STRATEGY**

# 1. PROJECT BACKGROUND

The Government of Kenya (GoK) has sourced for funds from the International Development Association (IDA) to finance the implementation of the Kenya Industry and Entrepreneurship Project (KIEP) for a six-year period from 2019 to 2024. KIEP, which will be implemented by the Ministry of Trade, Industry and Cooperatives (MoITC) with support from the World Bank Group, aims to increase innovation and productivity in select private sector firms in Kenya by strengthening the private sector through financial grants and technical assistance. The Project’s direct beneficiaries are primarily formal private sector firms in Kenya, but also include incubators and accelerators, technology bootcamp providers, small and medium-sized enterprises (SMEs), and corporates, as well as select tertiary education and technology bootcamp students.

The **Project Development Objective (PDO)** is “to increase innovation and productivity in select private sector firms”. The higher-level objectives of the project are to accelerate the growth and competitiveness of Kenya’s private sector by improving productivity and innovation. Key instruments include firm-level support, strengthening the innovation and entrepreneurship ecosystem, increasing their managerial and technical skills, building linkages between traditional industries and startups, and upgrading their equipment and technology.

## Overview of Project Components

KIEP consists of three components: (i) Strengthening the innovation and entrepreneurship ecosystem; (ii) SME Linkages and Upgrading; and (iii) Project implementation support and M&E.

**Component 1: Strengthening the Innovation and Entrepreneurship Ecosystem**

This component endeavors to improve the innovation and entrepreneurship ecosystem through supporting ecosystem intermediaries – such as hubs, accelerators, incubators and technology bootcamps, and by establishing greater linkages between local startups and traditional industries, local startups and international networks, and academic institutions and industry, in order to fuel open innovation.

Subcomponent 1a: Strengthening the Ecosystem’s Support Infrastructure

The objective is to strengthen the intermediaries that underpin and support early stage

companies and the broader innovation and entrepreneurship ecosystem. The approach includes the use of performance contracts to build capacity of ecosystem intermediaries including incubators, accelerators, and technology boot camp providers. This would allow them to offer better quality services and more soundly pursue their own individual business plans and operational objectives.

Subcomponent 1b: Connecting the Ecosystem to International Networks and Local Industries

***International Acceleration Process***

The objective will be to connect the Kenyan ecosystem to international networks. It will support linkages and coordination within the Kenyan ecosystem and connect it to global expertise and investors. The program will pair established firms with technology-enabled startups; conduct active outreach and connecting the Kenyan ecosystem to international networks of talent and support infrastructure (for example, mentors and early-stage investors); and increase the capacity within the accelerator landscape in Kenya.

***Industry-Startup Linkage Program***

The objective will be to develop a productive connection of startups and ecosystem stakeholders with traditional industries. The platform aims to bridge medium to large companies from key priority industries with technology-enabled startups and create new startup products and services. It would provide practical capacity building on innovation and technology adoption to staff of participating large companies, facilitate and manage relationships between startups and select corporations, and provide support to startups for product and service creation.

***Industry-Academia Platform***

The objective will be to create a Kenya-wide industry–academia platform (IAP) to support open innovation between Kenyan firms and academia, through collaboration, while also generating new opportunities for students. The IAP would boost the entrepreneurial talent supply for Kenyan firms and support innovation and growth in startups and existing firm.

**Component 2: SME Linkages and Upgrading**

The objective is to help strengthen the productivity and internal capabilities for innovation of select SMEs, by improving their managerial and technical skills and their use and access to technology, in order to significantly increase their competitiveness, as well as to strengthen local supply chains and sales by Kenyan SMEs to large companies.

**Component 3: Outreach, M&E, and Project Implementation Support**

This component provides resources for project implementation and monitoring activities, including conducting project audits and government trainings to strengthen capacity. The Project Implementation Unit (PIU) sits within the MoITC. The component also includes the design and implementation of an overall KIEP communications strategy to inform stakeholders on the Project’s progress and facilitate the ability to replicate success.

# 2. STATEMENT OF OBJECTIVES

The State Department of Industrialization is seeking an eligible consultancy for implementing the Communication and Outreach aspect. The contract would be for the entire duration of the project from 2019-2024 (5 years). The consultancy is expected to develop a comprehensive communication strategy, implement the strategy and also coordinate project communication across all components and stakeholders in KIEP.

The communication strategy is expected to promote effective communication, provide communication guidelines to all actors, optimize project visibility and increase demand for the project countrywide. In addition, implementation of the strategy will integrate a wide range of communication activities that include but are not limited to the following: management of internal project communication, digital and social media management, media relations, external stakeholder relations, public awareness creation and campaigns, project documentation, knowledge management, and monitoring and evaluation of project communication. The selected communication agency will be expected to, from time to time, carry out reputation risk assessment/issues management to identify possible threats and challenges. The agency will be required to propose (and implement if need arises) appropriate communication strategies and tactics to address any challenges identified. The consultancy will also work on coordinating communication activities across the project components.

The consultancy is expected to demonstrate experience in managing or working on communication and outreach activities in Kenya or in the region in the past. Consultancies that have worked on large projects by the government or international agencies would need to elaborate on the nature of work conducted.

# 3. SCOPE OF SERVICES

The scope of services includes:

(1) Overall project - KIEP Level communication and outreach (including development of communication strategy and implementation), (2) Coordinating communication activities among the project components, and (3) Documenting and disseminating best practices and key lessons learnt to all stakeholders.

1. **Development of the Communication Strategy and subsequent implementation:** Develop a 5-year communication strategy that comprehensively articulates communication objectives aligned with the overall project objectives and project components. Expected in this would be sound research that includes a situational analysis, stakeholder analysis and mapping, media content analysis and digital audit.

The communication strategy is expected to have clear target stakeholder segmentation and creative messages and engagement approaches that are practical and take into account the technological orientation of the target stakeholders and project environment. It should incorporate clear work plans that indicate the tactics, communication channels, timelines and budget for both internal and external communications, as well as monitoring and evaluation.

The consultancy will be expected to undertake but not be limited to the following:

1. Carry out a communication needs assessment to ascertain who needs the information, the information they need and how to reach them.
2. Stakeholder mapping and design of appropriate messages and promotional materials.
3. Develop an integrated Communication Strategy, that clearly defines the key communication objectives, value proposition, key message themes, desired audience responses/behavioral changes, communication platforms to be deployed, an implementation framework and a budget.
4. Develop/Review appropriate information materials such as press releases, flyers, brochures (e.g. FAQs), factsheets, bulletins, posters, articles, infographics, documentaries, and banners. The consultant will be expected to provide appropriate specifications to aid procurement of these products.
5. Organizing public events, including launching reports, knowledge and learning products, establish and manage KIEP information sharing system including social media channels.
6. Sensitize the PIU staff, implementing agencies and stakeholders on the communication strategy, its key outputs and their roles and responsibilities, to enhance effectiveness of communication of project’s activities
7. Establish an effective system for feedback gathering, responding to enquiries, and building relations with media personnel, liaison and public relations.
8. Design M&E for the strategy.

(2) Coordination of communication and outreach activities among project components: The objective of this aspect is to facilitate diffusion and replication of promising innovations across various project components through outreach. In addition, this aspect will also aid in connecting the various project components’ communication teams to a project level platform. Some of the activities the consultancy will be expected to carry out will include, but not be limited to the following:

* Raise awareness among stakeholders and the public on the project, bearing in mind the multi-stakeholder environment the project will operate in. The communication consultancy will be required to enhance communication and interaction between the various stakeholders, create demand for the various products offered by the project, ensure effective awareness and education, and maintain the project’s image and reputation.
  + Develop, implement and coordinate the various communication activities in consultation with the communications team/individuals assigned to each project component
  + Supervise development of all KIEP branded materials used in components to ensure that these are guided by the KIEP brand manual.
  + Creation of dissemination tools to inform stakeholders on the Project’s progress and facilitate replicability of early success stories across the project components
  + Ensure adequate coverage of each project component of KIEP level portals such as the website, digital media handles, workshops, presentations etc.
  + Identify ways to tie in the component level efforts to the overall project level efforts on communication in order to leverage synergies and complementarities
  + Monitor the communication efforts of components and provide additional support where needed
  + Report on communication and outreach progress on each component to the PIU through regular updates
  + Build and manage good project-stakeholder relations and trust based on an efficient feedback and response mechanism to enquiries and information requests from project affected communities and stakeholders
  + Develop the appropriate messaging to guide stakeholder engagement and that can be shared with the influencers for further use with communities and beneficiaries

# 4. OUTPUTS THAT WILL BE REQUIRED OF THE CONSULTANCY AND SCHEDULE FOR COMPLETION OF TASKS

The consultancy will work closely with KIEP Project Implementation Unit (PIU) and all deliverables will be submitted to KIEP Project Implementation Unit (PIU).

The assignment will be conducted over a period of five years and the consultancy will be expected to produce regular outputs throughout this duration. The outputs include:

1. *Inception Report*: The consultancy shall provide an inception report detailing the implementation design of the project. The inception report will include details such as proposed timelines and a detailed work-plan. The inception report would be submitted within the first 1 months of starting operations.
2. *Communication Strategy, Implementation Plan and a budget*: The consultancy will be expected to formulate a communication strategy covering the entire duration of the project. In addition, an implementation plan will also be submitted detailing how the communication strategy will be implemented. The communication strategy and implementation plan will both cover the KIEP level initiatives and activities relating to coordination among different project components. In addition, a budget document would also be prepared. This would need to be completed within 2 months of contract signature.
3. *Outreach products –* below and above the line (in print, broadcast or digital format), these need to be submitted from time to time as per plan laid out in the communication implementation strategy.
4. *Quarterly Progress Reports*: The consultancy shall provide quarterly updates every year from the time of contract signature. The quarterly progress reports will include: (a) details on communication efforts made on digital channels (b) details on communication efforts made through traditional channels such as print media, workshops, events, etc. (c) Activities undertaken for facilitating coordination on communication among project components (d) M&E information on communication efforts within project components (e) Challenges faced and lessons learned.

The progress report can include elements from the aforementioned 5 components as relevant and applicable.

1. *Closure report:* The consultancy shall provide a Project Closure Report which will detail the learnings, highlight any key challenges faced and also identify recommendations and best practices. This report will be submitted at the end of the five-year time period.

# 5. DATA, SERVICES AND FACILITIES TO BE PROVIDED BY THE CLIENT

The PIU will be involved in all stages of implementation, and will support the communication consultancy as appropriate through:

* Providing recommendations on key geographies, channels and areas to target for outreach
* Coordinating govt. related resources (govt. supplementary, press release etc.) and approvals for media interviews and events relating to govt. officials from the Ministry
* Review and provide no objection to the plans and reports produced by the consultancy
* Approve budgetary expenses relating to communication and outreach

# 6. PROCEDURE FOR REVIEW OF INCEPTION REPORTS, PROGRESS REPORTS, ANNUAL REPORTS, AND FINAL REPORTS

All material produced by the consultancy, including budgets, communication plan, outreach events and reports would be submitted to the PIU within the Ministry. The PIU would be responsible from reviewing and providing approval to each of the outputs submitted.

# 7. TEAM COMPOSITION, COMPETENCE AND EXPERIENCE REQUIREMENTS

| **S. No.** | **Key Position** | **Area of Specific Expertise required** | **Minimum Qualification and Professional Experience Required** | **Likely Staff inputs required in person months** |
| --- | --- | --- | --- | --- |
| 1 | **Team Leader (1)** | * Minimum 10 years of experience in project execution and management * Experience in project leadership, with a focus on strategy * Experience in working with governments in three or more similar projects in the last five years * Experience working with consulting agencies, preferably in Kenya and the region * Proven expertise in building communication strategies and implementation plans. | Masters degree or equivalent and at least ten years’ experience in communication and Public Relations. Registration with the relevant professional bodies will be necessary. | Sixty (60) man months i.e. 12 months a year. |
| 2 | **Communication and Public Relations Specialist (2)** | * Proven experience in handling communication and public relations in long term projects (2 years or more) in previous assignments over the last 5 years * Experience in handling public relations with large corporates/governments * Experience in working with communication design teams, reviewing brand guidelines, engagement with multiple stakeholders and coordination on implementing communication plans | Master’s degree in the communication and Public Relations profession, or any other qualification with at least seven years’ experience in related Communication assignments. Registration with the relevant professional body will be necessary | Sixty (60) man months i.e. 12 months a year. |
| 3 | **Media Relations Expert (1)** | * Experience in working on engagement and outreach programs in the last 5 years * Experience in handling media houses at national level projects * Experience in publishing both print material (such as op-eds, print advertisements etc) and digital media (social media, other platforms etc) | Masters degree in Communication or Journalism with at least four years’ experience in related media engagement assignments. | Sixty (60) man months i.e. 12 months a year. |
| 4 | **Online Media Specialist (1)** | * Experience in working on engagement and outreach programs in the last 5 years in the digital media domain * Experience in running digital media campaigns for national projects in the last 5 years * Experience in M&E for digital media channels | Bachelor’s Degree with at least three (3) years’ experience in related online media assignments. | Sixty (60) man months i.e. 12 months a year. |
| 5. | **Graphic Designer (1)** | * Experience in designing collateral and brand material * Experience in creating brand guidelines * Experience in working with software such as Adobe Illustrator and others used for creating visual graphics | Specialized bachelor or Master’s degree in design and at least 5 years’ experience in design and brand management | Sixty (60) Man months i.e. 12 months a year. |

**Non-key experts: Technical Staff Competence and Experience**

The key staff will be supported by technical staff with expertise in the areas of Communication, Public Relations, Event Planning and Management, Creative Design and Social Media Management. The technical staff should hold a minimum diploma in their relevant fields and at least 5 years’ experience in related assignments.

# PROPOSED PAYMENT SCHEDULE

The overall duration of the contract will be for 5 years.

|  |  |  |
| --- | --- | --- |
| Duration: 5 years | | |
| Deliverable | Timeframe (from contract signature) | % of payment |
| At Contract Signature | At time of contract signature | 10% of the contract amount |
| Inception Report (1): One-time amount to be paid upon submission and acceptance of the deliverable | Within 1 month from contract signature | 10% of the contract amount |
| Report on Communication strategy, implementation plan and a budget (1): One-time amount to be paid upon submission and acceptance of the deliverable | Within 2 months from contract signature | 10% of the contract amount |
| Quarterly Progress Reports (20): amount to be paid upon submission and acceptance of the deliverable | Within every 3 months from contract signature | 3% for contract amount for each quarterly report |
| Project Closure report: One-time amount to be paid upon submission and acceptance of the deliverable | At the end of the 5-year project | 10% of the contract amount |

**Annex 1B: Expression of Interest Response to Criteria Form**

Consulting firms (“Consultants”) expressing interest in managing the implementation of performance-based funding must fill the form below:

|  |  |  |
| --- | --- | --- |
| **#** | **Required Information** | **Response** |
| **a** | Do you have a proven track record of at least three projects of similar nature (i.e. communication and outreach, PR, media relations, building brand guidelines and collateral material) during the last five years? *(This is ideally with a contract value of US$1 million or more. It can come from different contracts. Cumulatively, all the contracts put together should be $1 million or more.)* | YES / NO \_\_\_\_\_\_\_\_\_\_\_\_\_\_  Please elaborate on your response in the space below. |
| **d** | Do you have strong experience in understanding of communication and outreach landscape including channels used in print and digital media in Kenya and in the region over the last five years? | YES / NO \_\_\_\_\_\_\_\_\_\_\_\_\_\_  Please elaborate on your response in the space below |
| **e** | Do you have strong experience undertaking consulting engagements focused on developing communication strategies, development and formulating implementation plans focused on Outreach, in the last five years? | YES / NO \_\_\_\_\_\_\_\_\_\_\_\_\_\_  Please elaborate on your response in the space below |
| **g** | Do you have experience in creating communication budgets and implementing plans in a cost-effective manner in the last five years? | YES / NO \_\_\_\_\_\_\_\_\_\_\_\_\_\_  Please elaborate on your response in the space below |
| **h** | Do you have demonstrated ability to work collaboratively with government counterparts in the last five years? | YES / NO \_\_\_\_\_\_\_\_\_\_\_\_\_\_  Please elaborate on your response in the space below |
| **i** | Have you attached certified copies of your tax compliance certificates? | YES / NO \_\_\_\_\_\_\_\_\_\_\_\_\_\_  Please add any additional comments on your tax compliance certificates |

*I certify that the information provided in the responses above is true and accurate. I understand that withholding of information or giving false information will result in immediate disqualification.*

*\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*

*Authorised Representative of Interested Consultant*