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General information

a. Brief information on the project

GIZ SCIDA III, a regional project known as Strengthening IGAD's Capacity to increase resilience in the Horn of Africa, aims to support IGAD's Knowledge Management (KM) activities in line with IGAD's KM Strategy. This project recognizes the critical role of knowledge management in enhancing the effectiveness of regional services and improving overall resilience in the Horn of Africa.

b. Context

The project aims to strengthen IGAD's capacity to manage natural disasters risks and promote sustainable development in the region by providing assistance in the development of KM policies, procedures, best practices, and guidelines in line with ISO 9001 and ISO 30401:2018 standards, as stipulated on the 2021-2025 Knowledge Management strategy document.

The 2021-2025 KM strategy identifies the importance of KM policies, procedures, best practices, and guidelines, under Intermediate Outcome 1.1: Strengthened management action to promote positive KM practices.

IGAD acknowledges the significance of effective KM in enhancing organizational performance, promoting a culture of leadership, and creating a conducive environment for knowledge sharing and collaboration. The formulation of the policy will support IGAD in setting standards, ensure how knowledge management should be conducted in the organization, and enable IGAD's staff to know what is expected of them in terms of KM, and why this is important to the organization by providing a framework for consistent and systematic management of knowledge assets, processes, and behaviours.

The Terms of Reference (ToR) delineate the responsibilities and deliverables of the KM consultant tasked with undertaking this endeavour. The objective of this consultancy is to develop comprehensive KM policies, procedures, best practices, and guidelines for IGAD in line with ISO 30401:2018 and ISO 9001: 2015 standards (*that is specific for KM*) that focus on the establishment, implementation, maintenance, and improvement of knowledge management systems. The consultant will ensure that the organizational culture management actions and staff behavior are aligned with promoting knowledge management (KM) and that there is acceptance and ownership of KM practices by all staff members.

c. GIZ shall hire the contractor for the anticipated contract term, from the **15st November, 2023 to the 15st February 2024 , for 45 working days.**

d. The contractor shall provide the following work/service:

- Prepare an inception containing not less than 4-5 pages report, that demonstrates the consultant's understanding of the assignment, proposed methodology, and work plan.
- Study existing documents, frameworks, and strategies such as the IGAD Knowledge Management Strategy, Regional Strategy for Development and Security (RSDS), ICT strategy, ICT policies, and Communication Strategy.

- Ensure alignment and integration of the proposed Knowledge Management (KM) policy framework with the IGAD Strategy, KM Strategy, and other relevant policy frameworks.
- Study literature on international organization's KM policies, procedures, guidelines, and best practices, (e.g., AU, GIZ, USAID, FAO, WB, and EU) to understand how regional, continental, and international organizations formulated similar KM policy frameworks.
- Engage with key stakeholders, including senior management, to gather their inputs and ensure their buy-in for the developed KM policy, SOP, and guidelines.
- Ensure that the KM approach aligns with ISO 30401:2018 and ISO 9001: 2015 standards.
- Develop a comprehensive and tailored KM policy that outlines the organization's approach to effectively and efficiently manage knowledge.
- Create best practice guidelines that offer practical recommendations for the implementation and utilization of KM for IGAD.
- Define and develop a Standards Operating Procedure (SOP) document that provides step-by-step instructions for carrying out specific KM-related tasks. E.g. *Knowledge Capture and Documentation SOP, Knowledge Sharing and Collaboration SOP, Knowledge Transfer and Capacity Building SOP, Knowledge Validation and Quality Assurance SOP, Knowledge Security and Confidentiality SOP etc*...
- Facilitate an inception and validation workshop with stakeholders to present and discuss the developed KM policy, procedures, and guidelines.
- Incorporate feedback and suggestions from stakeholders to refine and finalize the KM documents.
- Finalize and submit the approved KM policy framework, SOPs, best practices, and guidelines, ensuring compliance with ISO 30401:2018 and 9001 standards and the specific needs of the organization.
- Deliver soft copies of the KM policies, procedures, best practices, and guidelines for distribution within the organization.

Milestones/process steps/partial services	**Deadline/place/person responsible**
Inception report	Two weeks of contract signing
Draft KM policy document	Five weeks of contract signing
Validation workshop report	Six weeks of contract signing
Final Draft of KM policy	Eight weeks of contract signing
Professionally designed policy documents	Ten weeks of contract signing

The consultant is expected to adopt a systematic approach in developing the KM policies, procedures, best practices, and guidelines for IGAD. The proposed methodology should include the following key steps:

- Conduct a thorough review of existing KM-related documents and strategies within IGAD.
- Conduct a comparative analysis of KM policies and practices of other international organizations to gather insights and best practices.
- Engage with key stakeholders to understand their needs and expectations regarding KM.
- Utilize the knowledge gained from the reviews and stakeholder engagement to formulate the KM policy framework and guidelines.

- Ensure alignment with ISO 30401:2018 and 9001:2015 standards and other relevant quality management principles.
- Organize an inception and validation workshop with stakeholders to present the developed KM documents and incorporate their feedback.
- Finalize the KM policy framework, SOPs, best practices, and guidelines based on the feedback received.
- Provide professionally designed hard copies of the KM documents for distribution within the organization.

The consultant should demonstrate a high level of expertise in knowledge management strategy development and policy formulation. He/she should possess a strong knowledge of knowledge management principles, methodologies, and best practices, particularly in the context of ISO 30401:2018 and 9001. Additionally, the consultant should have familiarity with the international development sector and organizations like IGAD. Strong analytical, research, communication, and facilitation skills are essential for the successful completion of the assignment.

The consultant will report directly to the knowledge management coordinator within IGAD and the Knowledge Management specialist of GIZ. Regular progress updates will be required throughout the engagement, with a final report summarizing the achieved outcomes and recommendations.

The expected deliverables are as follows :

- Inception Report: A brief report (minimum 4-5 pages) outlining the consultant's understanding of the project, proposed methodology, and work plan.
- KM Policy Framework: Develop a tailored Knowledge Management (KM) policy framework for IGAD.
- Best Practice Guidelines: Create practical guidelines for effective KM implementation within IGAD.
- SOP Documents: Develop Standard Operating Procedure (SOP) documents for specific KM tasks, including Knowledge Capture and Documentation, Sharing and Collaboration, Transfer and Capacity Building, Validation and Quality Assurance, and Security and Confidentiality.
- Validation Workshop Report: Conduct an inception workshop, gather feedback, and prepare a summary report.
- Professionally Designed Policy Document: Design and format the KM policy document to ensure a professional presentation.
- Finalized KM Documents: Refine and submit the approved KM policy framework, SOPs, best practices, and guidelines. Ensure compliance with ISO standards and the organization's specific needs. Provide soft copies of these documents for distribution within the organization.

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Tender requirements

1. Qualifications of proposed staff

1.1. Expert 1:

1.1.1. General qualifications

Education: A relevant academic master's degree field such as Knowledge Management, Information Science, Business Administration, Organizational Development, or a related discipline.

Professional Experience :

- The consultant should have 10 years of qualification and experience in knowledge management strategy development and policy formulation, with a demonstrated track record in assessing organizational needs, conducting knowledge audits, and formulating effective strategies and policies to enhance knowledge management practices.
- Experience and expertise in knowledge management principles, methodologies, and best practices, particularly in the context of ISO 30401:2018 and ISO 9001:2015 standards.

1.1.2. Experience in the region/knowledge of the country/ organizations

- Familiarity with the international development sector and organizations like IGAD: It is beneficial for the consultant to have experience working in international Organizations, particularly in organizations like UN FAO, EU, USAID, WB, IGAD…

1.1.3. Language and skills

- The consultant must have a C2 level of fluency in English.
- Strong analytical and research skills to assess existing KM practices and policies.
- Excellent communication and facilitation skills to engage with stakeholders and present the developed KM documents effectively.
- Ability to work independently and deliver high-quality outputs within the agreed timeframe.

2. Appropriateness of proposed concept

2.1 ISO Standards Knowledge: Confirmation of the consultant's proficiency in ISO 30401:2018 and ISO 9001:2015.

2.2 Sector Familiarity: Examination of the consultant's experience in international development and organizations like IGAD, UN FAO, EU, USAID, and WB.

2.3 Relevant Project References: Consideration of the consultant's portfolio through past projects related to knowledge management, policy development, or ISO standards implementation.

2.4 Client Testimonials: Review of feedback from previous clients or organizations for whom the consultant has worked to assess their satisfaction and the consultant's professionalism.

2.5 Knowledge Management policy: The consultant should demonstrate expertise on KM policy, guidelines, procedures and best practices.

3. Specification of inputs

Sustainability aspects for travel
GIZ would like to reduce greenhouse gas emissions (CO_2 emissions) caused by travel. When preparing your tender, please incorporate options for reducing emissions, such as selecting the lowest-emission booking class (economy) and using means of transport, airlines and flight routes with a higher CO_2 efficiency. For short distances, travel by train (second class) or e-mobility should be the preferred option.
If they cannot be avoided, CO_2 emissions caused by air travel should be offset. GIZ specifies a budget for this, through which the carbon offsets can be settled against evidence.
The market for carbon credits is made up of a large number of providers, each with different claims as to their climate impact. The Development and Climate Alliance has published a list of standards. GIZ recommends using the standards specified there

Fee days	**Number of experts**	**Number of days per expert**	**Comments**
• Preparation/debriefing	1	12	
• Implementation	1	33	
Travel expenses	**Number of experts**	**Number of days/nights per experts**	**Comments**
• Per-diem allowance in country of assignment	1	4	
• Overnight allowance in country of assignment	1	4	
• Travel costs (train, private vehicle)			
Flights	**Number of experts**	**Number of flights per experts**	**Comments**
• International flights	1	1	
• Domestic flights			
• CO_2 compensation for air travel *Guidance for GIZ service providers on avoiding, reducing and offsetting GHG emissions (giz.de)*	1	2	A budget is earmarked for settling carbon offsets against evidence.
Other costs	**Number of experts**	**Amount per experts**	**Comments**

• Flexible remuneration			A budget of **EUR 1809.6** is foreseen for flexible remuneration. Please take this budget into account in your price schedule. Use of the flexible remuneration item requires prior written approval from GIZ.

Calculate your financial bid exactly *in line with the quantitative requirements of the specification of inputs above. There is no contractual right to use up the full days/travel or workshops or budgets. The number of days/travel/workshops and the budgets will be contractually agreed as* ***maximum amounts****. The regulations on pricing are contained in the price schedule.*

4. Fixed lump sum price – contract for work

Since the contract to be concluded is a contract for work, the specification of inputs serves as guidance only. We request that you provide us with a fixed lump sum price for your services that includes an itemised breakdown of all the relevant costs (fees, travel costs, etc.). We require this information for our internal calculations. The assessment of the financial bid is based on the lump sum price tendered, which must be realistic for the services to be rendered.

5. Requirements on the format of the tender

The CV submitted for each expert can have a maximum of four pages. The **concept** (if required) should not exceed five pages. If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment. External content (e.g. links to websites) will also not be considered.