

Terms of Reference (ToR)

**International consultancy to address knowledge
management needs**



December 2016

Contents

- 1. Introduction 3
- 2. Background 3
- 3. Objectives, Scope of Services and Expected Deliverables of the International Consultancy 4
- 4. Consultancy Management and Reporting Requirements..... 5
- 5. Deliverable Timelines..... 5
- 6. Confidentiality and disclosure..... 5
- 7. Facilities, Services and Resources to be provided by ATA 6
- 8. Budget..... 6
- 9. Team Composition and Qualifications..... 6
- 10. Application Details 6

TERMS OF REFERENCE

Position: Knowledge Management Consultant

Location: Addis Ababa, Ethiopia

Duration: Four (4) weeks

Start Date: early to mid February (must be completed by March 15th, 2017)

Application Deadline: January 20th, 2017

1. Introduction

The Agricultural Transformation Agency (ATA) is a strategy and delivery oriented government agency created to help accelerate the growth and transformation of Ethiopia's agriculture sector. The Agency's mandate is focused solely on improving the livelihoods of smallholder farmers across the country. ATA's structure and function is focused on nimble, innovative and results-oriented support to a range of partners in the agriculture sector. The Synergos Institute, a global nonprofit organization that helps solve complex problems of poverty, works with the ATA in Ethiopia to build capacity for systems-shifting collaborations in the agricultural sector and to support ATA's development as a high-performing organization.

In support of ATA, Synergos seeks to contract a consulting firm on a four week basis to assess the ATA's knowledge management needs and provide recommendations on how best to address them.

This work is expected to serve as a basis on which the ATA can build more robust knowledge management systems and practices into its overall structures to ensure that the organization is appropriately capturing, storing, and sharing the implicit and explicit knowledge that it is generating.

The consultant will be expected to work collaboratively with relevant ATA departments and stakeholders to ensure the final recommendations take into account its existing IT infrastructure and resources, staff skills, and organizational priorities. Final recommendations should be realistic and fit for purpose. The consultant will require a strong background in knowledge management as well as proven experience in conducting similar assessments and recommendations.

2. Background

Since its inception in 2010, the ATA has been involved in a wide range of initiatives aimed at addressing systemic bottlenecks in Ethiopia's agriculture sector. During this time the ATA has grown dramatically in both size, currently employing nearly 400 staff spread between five offices, and scope such that the systems that used to exist for sharing knowledge – team meetings and other formal and informal engagement when all staff were in the same office - are no longer possible. The ATA's role has also evolved, and the ATA increasingly is taking on a coordination and capacity building function, while also leading in the implementation of targeted, strategic initiatives. The result of this disbursement and growth in size, scope, and complexity is that the previous ways of exchanging knowledge are no longer viable.

Having now entered its second five-year phase, the ATA wants to consolidate its gains and strengthen its internal systems to support this growth in size and responsibility. This includes ensuring that it has the proper systems in place to capture and utilize the knowledge that staff and partners are gaining and developing.

Without a strong knowledge management system there is a significant risk that new ATA staff and counterparts will duplicate efforts or repeat mistakes. At the same time, a number of international stakeholders, both development partners and other national governments, have expressed keen interest in learning from the ATA in order to adapt its model and apply it to other contexts.

However, the ATA does not yet have a comprehensive knowledge management strategy, tools, or implementation plan to support its goal of being able to capture its learning in a strategic and easily accessible manner. In the absence of an overarching approach, there are several fragmented and uncoordinated initiatives that have been led by different departments. The ATA is now at a stage that it needs to pull these together and create a more structured, integrated, and strategic approach to knowledge management that can guide knowledge management efforts across the entire organization.

3. Objectives, Scope of Services and Expected Deliverables of the International Consultancy

The services of a consulting firm are now sought to support the ATA in defining its knowledge management needs, clearly identifying strategic interventions, and articulating an implementation plan that is tailored, realistic, driven by clear milestones, and takes into account available and anticipated resources.

The specific scope of services to be provided by the international consultancy and the expected deliverables are described below

(i) Conduct an audit of existing knowledge management and information sharing initiatives and/or potential tools

- Meet with relevant staff to understand how knowledge management has been dealt with historically within the organization
- Review existing 'knowledge management' type initiatives that exist within the organization. This would include but not necessarily be limited to:
 - A resource/document database run by the Analytics team
 - An office intranet run by the Communications team
- Review the ways in which the ATA uses different information management and sharing platforms to manage its work. This would include but not necessarily be limited to:
 - The ATA's use of Dropbox for filesharing purposes
 - The ATA's new ERP system

(ii) Lead a process to support the ATA to define its knowledge management needs and priorities

- Provide ATA senior management and leadership teams with necessary briefings to help them better understand KM principles and best practices, such that they are equipped to help articulate a clear set of KM priorities for the ATA

- Analyze relevant data from the November 2016 staff survey on organizational effectiveness to understand staff perspectives on information and knowledge management.
- Lead individual and group discussions with relevant ATA staff to build consensus on what the ATA's priorities should be vis-à-vis knowledge management.

Deliverable: A report that articulates the ATA's knowledge management needs and priorities that allows ATA staff to align behind the overarching KM goals. The report should indicate the current status of KM initiatives within the organization. It should also capture secondary priorities and/or additional knowledge management needs the organization considered but ultimately discarded, and why such decisions were made.

(iii) Based on priorities, develop concrete recommendations on how to address Knowledge Management needs

- This should include but not necessarily be limited to:
 - Practices or ways of working that the ATA should consider adopting to better generate and capture knowledge that stems from its work
 - Practices or tools that the ATA should consider developing or adopting to better generate, store, and share its knowledge
 - Ways to build on existing KM initiatives within the organization and/or to integrate parallel initiatives in a cost-effective and productive manner
 - Ways to utilize or upgrade existing IT or other infrastructure to accommodate KM efforts within the bigger picture of organizational IT needs

Deliverable: A set of recommendations with a tentative budget and potential timeline that the ATA can use to develop a more robust approach to meeting its KM needs.

4. Consultancy Management and Reporting Requirements

The consultant will report on a day-to-day basis to a designated member of staff within the ATA's CEO's office, who will support the consultant in identifying and scheduling necessary meetings and reviews.

5. Deliverable Timelines

The four week project should commence within one week of the signing date of the contract. All outputs are expected to be completed before March 15, 2017. Proposal submitted should include a rough workplan for the four week consultancy.

6. Confidentiality and disclosure

All aspects of the consultancy assignment, including data gathered from ATA or third party stakeholders, and analysis and reports produced at any stage of this study, shall be confidential to ATA and subject to ATA's release process for sharing with any external parties.

7. Facilities, Services and Resources to be provided by ATA

ATA will provide space in the organization's headquarters office in Addis Ababa for the consultant to work from including access to conference rooms to hold meetings. No other services or facilities will be provided by ATA, i.e. use of computers and other office facilities, transport and vehicles.

8. Budget

A detailed budget for this project should be included in the proposal.

9. Team Composition and Qualifications

Proposal should include profiles of staff that would be working on this project, referencing previous experience of relevance to this ToR. If more than one staff is being proposed, the proposal should outline the different roles and responsibilities of each team member.

10. Application Details

Deadline: All applications must be received by 24h00, Eastern Time Zone, on 20th January 2017

How to apply: All proposals should be submitted to ata@synergos.org by the deadline

Proposals should include:

- Company profile and/or CVs of individual applicant or proposed company staff
- Draft workplan
- Proposed budget
- List of three (3) professional references or recent clients with contact details

Selection Criteria: Each proposal received will be evaluated based on whether it meets the minimum requirements. Failure to meet these requirements will be cause to eliminate the proposal from further consideration. In addition to evaluating written proposals, oral interviews may be requested.

Proposals will be evaluated generally on the following criteria, which is neither weighted nor prioritized:

- Ability, capacity, and skill of the candidate to perform the scope of work
- Staff qualifications – quality of individual or staff/team members assigned to the project
- Individual or company's previous business experience
- Proposed fee structure that is the most advantageous to ATA
- Reference check
- Availability of applicant to complete the project by mid-March 2017

Synergos reserves the right to reject any or all proposals, to waive any technicalities, informalities and irregularities, to accept or reject all or part of the proposal, and to be the sole judges of the suitability of the proposals offered.