

TERMS OF REFERENCE

INTERNAL COMMUNICATIONS CONSULTANT

1. Introduction

FSD Africa wishes to contract an Internal Communications Specialist (“the Consultant”) to support the development and implementation of an internal communications strategy for 2021/2022 and beyond (“the Services”).

2. About FSD Africa

We work to reduce poverty by strengthening Africa’s financial markets.

Established in 2012 and supported by UK aid, FSD Africa is a specialist development agency working to build and strengthen financial markets across sub-Saharan Africa. We work to reduce poverty through a ‘market systems development’ approach, which means we aim to address the structural, underlying causes of poverty by improving how financial market systems function.

We believe that investing in building a financial system that is transparent, stable and accessible creates the conditions for a fair and sustainable future, where inequality is reduced, corruption is tackled, and where individuals, businesses and governments alike are able to prepare for future challenges, from climate change to political instability.

From our headquarters in Nairobi, our team of financial sector experts work alongside governments, business leaders, regulators and policy makers to design and build ambitious programmes that make financial markets work better for everyone. Depending on the project, we can provide a combination of grants, investment capital, market insights or technical assistance to ensure we achieve our objectives.

We focus our work where the need is greatest, and where we believe the potential for impact is the most significant. We have a specific mandate to invest in breakthrough, innovative ideas that we believe can have a transformative impact. By sharing risk with our partners, we’re able to address more difficult, persistent, or higher-risk challenges, in more unstable or fragile geographies, than traditional development finance organisations.

Please find more details about FSD Africa on our website at www.fsdafrica.org

FSD Africa is part of a family of 9 financial sector deepening, or FSD programmes, operating across sub-Saharan Africa, referred to as the FSD Network.

3. Background

Internal communication is related to the procedures and tools used to inform and engage employees inside an organisation through various channels and methods. Open and transparent communication is a great way

to make sure staff understand the organisation's mission statement and to align with the company's values. It also plays an important role in breaking down departmental silos and build a culture of collaboration across teams.

Building an effective internal communications strategy can be valuable in creating a workplace that is productive, collaborative and involved. Communicating with employees has a tremendous impact on teamwork, employee experience, team morale and ultimately employee engagement.

FSD Africa is entering an exciting phase in its advocacy and communications journey and as part of the FSD Africa III strategy, it is critical that a clear advocacy and campaigning frameworks be established that will help the organization build a clear influencing agenda and narrative. Internal communications can foster motivation among employees who will become assets in sharing crucial knowledge with their professional networks.

Additionally, in 2019, FSD Africa underwent a brand refresh in a coordinated effort to increase the impact and influence of research and insights on the wider external community. An effective internal communications strategy will keep employees up to date on how the brand is evolving - informed and engaged employees are more likely to become brand ambassadors; enabling them to connect with and share the vision of FSD Africa by providing clarity into goals, milestones, process changes, and other initiatives.

The Consultant will lay down the groundwork that will ensure communications interactions are proactively considered and executed across the organisation through the development, delivery and evaluation of effective communications via a multitude of channels and techniques. This will in turn keep all employees connected and effectively informed regarding company messages and policies. The Consultant will aid and support the creation of an internal communications strategy and policies and protocols for effective internal communication.

4. Scope and Approach

The Consultant will work closely with the Assistant Manager, Communications to deliver on the following:

1. Audit of the existing internal communications practices and channels within the organisation working with cross-cutting departments (HR & Talent, Operations & IT, Communications & Advocacy, Strategy & Knowledge Management) and the Insights Committee and provide recommendations for a more effective and streamlined internal communication approach, tools and channels
2. Develop an Internal Communication strategy and an implementation strategy
3. Develop an internal communications policy and protocols for FSD Africa
4. Build capacity of key staff through webinars/workshops/sessions on effective international communication

The Services will be conducted between 01 February 2021 to 31 March 2021.

5. Objectives

As part of this assignment for FSD Africa, the Consultant will support the development and implementation of an internal communications strategy for 2021/2022:

Objectives

1. To conduct an internal communications audit with key staff providing in-depth feedback on uptake and corresponding action measures:
 - Exploring the existing intranet (SharePoint) and other internal communications in use (WhatsApp, Teams, etc) to contribute to its design and moderation
 - Investigate the role/contribution of Office 365 applications (Teams, Yammer) towards internal communications initiatives
 - Review newsletters developed and their dissemination to internal audiences and examine their utility with a view to improve uptake
 - Review and advise on remote working-particular requirements that enhance collaboration among teams working in geographically dispersed locations and/or from home due to COVID-19
2. To liaise with key departments (HR & Talent, Operations, IT Communications & Advocacy, Strategy & Knowledge Management) to develop an action plan for internal communications for the organisation:
 - Ensuring an integrated employee communications and engagement plan
 - Advise on management regarding methodology and applicable cadence and time frame for internal communications initiatives
 - Advise on the creation of intuitive engaging platforms for communication and determine of the extent of use of our existing tools/systems
 - Develop tools and templates for internal communications
3. To aid in the creation of long-term strategic internal communications strategies and policies for the purposes of increasing engagement within the organisation and raising staff awareness of key business priorities:
 - Increase quality, credibility and readership of company posts and publications
 - Enhance employees contribution to internal communication by creating and sharing informative content
 - Provide recommendations of tools, channels, delivery and engagement that will have a positive impact on the flow of information among staff and healthy segregation of personal and corporate matters
 - Recommend ways to build a truly engaged, high-performing team

4. To carry out capacity building for the departments that will lead internal communications, and develop staff-level training resources.
5. Develop instruments that will measure the results of the internal communications strategy

Expected outputs

1. Internal communications audit and recommendations
2. Internal communications capacity building workshop for key staff/departments
3. Staff-training resources for internal communications
4. Internal communications strategy for 2021/22
5. Internal communications policy & protocols for 2021-2025

6. Timing and deliverables

The work will be carried out in 60 days

Agreement of scope of work, terms and development of timelines	Week of February 01
Session with the relevant departments to outline baseline and discuss needs	Week of February 08
Audit and recommendations	Week of February 08 - Week of February 15
Development of Internal Communications Strategy	Week of 22 February - Week of 01 March
Review and feedback sessions	Week of 08 March
Implementation of Internal Communications Strategy	Week of 15 March
Development of measurement and analytics systems	Week of 22 March
Final report	Week of 29 March

7. Invitation to Submit Proposal

FSD Africa is inviting proposals from suitably qualified consultants, which should contain:

- CVs (maximum 3 sides of A4 paper each), tailored to the assignment
- A summary of relevant experience for the assignment

- A short description of the understanding of the role of the Consultant and the approach to be used as outlined in these Terms of Reference
- A description of how you intend to fulfil the Services within the suggested timeline and confirmation of your ability to meet the timelines.
- An itemised budget for both professional fees and reimbursable expenses, including fee rates, number of days and a breakdown of expenses.

Desirable

- Knowledge of communication practices and techniques
- An understanding of internal communications and its operation, in particular how to communicate effectively
- Demonstrable experience in working within a communication and engagement function, with project experience
- Top-notch writing and speaking skills, ability to perform research and stay properly updated on current technologies, techniques and trends
- Interpersonal abilities
- Working against tight deadlines, while being results driven and having an eye for detail

Your proposal, which should not exceed 6 pages (excluding annexures), should be sent by email to FSD Africa at bids@fsdafrica.org by 1200 EAT on 29 January 2021.

8. Basis of award

FSD Africa will award a contract to the consultant based on the following criteria:

Mandatory requirements
Individuals must have 5-8 years demonstratable experience in corporate/developmental internal communications and media engagement in a multi-cultural environment.
Minimum of a Bachelor’s degree in communications, digital communications, media management or related field.
Experience in developing or leading internal communications functions in multi-departmental organisations
Knowledge and experience in use of new media and communications tools/channels and current interactive applications & systems will be an added advantage

Assessment criteria	Weighting (%)
Relevant, demonstrated experience and capacity of individuals in this area:	30%
Understanding/interpretation of the task set out in the TORs	30%

Assessment criteria	Weighting (%)
Content, quality and originality of proposal	20%
Fee basis and total costs $FS = 20\% \times LB/BP$ where: FS = is the financial score LB = is the lowest bid quoted BP = is the bid of the proposal under consideration. The lowest bid quoted will be allocated the maximum score of 20%. Fee quoted must be inclusive of applicable withholding tax	20%
Total	100

9. Contact

Questions or comments in respect of these terms of reference should be directed by email to: bids@fsdafrica.org on or before 12 noon 25 January 2021 and feedback will be provided by 5 pm (EAT) 26 January 2021.

10. Applicable Taxes

As per Kenya's tax law, FSD Africa will pay the Consultant after withholding the appropriate taxes at the applicable rate between Kenya and the Consultant's country of tax residence, considering any tax treaties in force. It is the responsibility of the Consultant to keep themselves apprised of these applicable taxes. The below table however provides guidance on the applicable rates as per tax regimes

Country	WHT Rate
Kenya	5%
United Kingdom	12.5%
Canada	15%
Germany	15%
Zambia	15%
India	10%
Non-resident rate for citizens of EAC member countries	15%
All other countries	20%