



## TERMS OF REFERENCE (TOR) For Development of Communication Strategy

### 1. Introduction

Pastoralism as a way of life, harmful cultural practices, prolonged drought, enduring conflicts, and economic, social and political marginalization are some of the challenges that residents of the arid and semi dry lands in Kenya face continuously.

Women and the girl child from these regions are particularly vulnerable and have some of the lowest human development indicators anywhere in the world. A number of stakeholders including both national and county governments have initiated programs either jointly or independently to address some of the root causes of the sorry state of the vulnerable groups and a lot has been achieved in the past few years. There however remains a lot to be done to achieve equity, universal access to basic services and political, economic and social inclusion of women and the girl child in both local and national processes.

### 2. Background:

Pastoralist Girls Initiative (PGI) is an Indigenous Non-Governmental Organization registered with Kenya NGOs Co-ordination Board in 2008 based in Garissa County. The organization is committed to enhancing the capacity of women and girls from capacity pastoralist communities to develop resilience, economic growth and adaptation to climate change. Before being registered as an NGO, PGI operated as a community-based organization since 2001 when it was founded

For years, PGI has been working with a wide range of stakeholders to empower women and girls from the pastoralist communities to achieve their potential and improve the quality of their lives and that of the entire community. With support from a wide range of donors and supporters, PGI has initiated and completed programs and projects that have brought much-needed attention to the plight of women and girls. Specifically, PGI has worked with girls to develop their leadership skills and empower them to take the lead in addressing challenges that affect their development including early marriages, genital mutilation, lack of opportunities to attend school and other factors militating against their wellbeing.

PGI has also been at the forefront in supporting women to initiate income-generating activities as well as develop resilient skills to cope with ever-changing environmental factors. There are however other factors that remain unaddressed and which need to be considered for accelerated improvement of the lives of the vulnerable groups.

Since 2022, PGI has partnered with Save the Children (SCI) to address child protection concerns and gender-based violence (GBV) risks in Garissa County. This collaboration includes the KEN\_HF HoA Food Insecurity Response 2021 projects: Child Protection in Emergency Project, from November 2022 to May 2023, and ongoing projects (Child Protection & Education in Emergency Project and Enhancing Disaster Resilience and Child Protection Project) running from September 2023 to October 2024.

With the mandate and the portfolio of the organization expanding, there is a need to ensure that PGI remains focused on her core business as well as have a framework within which to mobilize resources and respond to both existing and emerging issues affecting women and children from pastoralist communities

### 3. Rationale:

PGI envisions herself being at the forefront in championing the rights of women and girls not only from the northern part of Kenya but also in the entire region of the Horn of Africa.

As such, PGI aims to develop a 5-year resource mobilisation plan to provide a roadmap towards achieving the proposed key milestones for 2021 – 2026. PGI also want to take this opportunity to access all it strategies, their relevance and appropriateness as it plans for its next phase of implementation. This we seek to achieve by:

1. Reviewing PGI's resource mobilisation situation
2. Reviewing PGI's competencies using SWOT
3. Reviewing the existing and evolving environment using tools like the PESTEL Analysis (Political, Economic, Social, Technology, Environmental and Legal)
4. Identifying targeted donor sources
5. Developing key aspects of the resource mobilisation strategy such as strategic goals, objectives, activities,
6. Developing broad resource mobilisation strategies
7. The resource mobilisation team
8. Developing monitoring and evaluation indicators
9. Develop a projected budget.

#### 4. General Objectives

The general objective is to develop a comprehensive Communication Strategy for Pastoralist Girls Initiative (PGI) that will effectively guide the organization in raising awareness, mobilizing resources, and advocating for the rights and welfare of women and girls from pastoralist communities.

This strategy will ensure that PGI's communications efforts are aligned with its mission, enhance its visibility and influence, and support the achievement of its strategic goals for 2023-2027, ultimately contributing to the social, economic, and political inclusion of women and girls in arid and semi-arid regions of Kenya and beyond

##### 4.1. Specific Objectives

The specific objective of this consultancy is to develop PGI's overall 5-year communication strategy, with a more detailed focus on the next 2 years, in line with PGI's strategic plan covering 2023 - 2027. While the final strategy will culminate in a series of strategic documents to explain and guide its execution, the elaboration of the communications strategy will be divided into 5 parts and comprise various deliverables:

1. Foundational work upon which the strategy should be developed;
2. Communications infrastructure and institutional set-up;
3. Communications campaigning;
4. Quality control and M&E;
5. Final outputs/ strategy documents

#### 5. Scope of Services, Tasks (Components) and Expected Deliverables Deliverable

Inception Report in addition to the deliverables listed below, the consultant is expected to submit an inception report, which will include a detailed methodology and timeline to carry out the assignment.

##### 5.1. Foundational work upon which the strategy should be developed Deliverable

**Deliverable 1:** A Comparative Analysis of PGI vs. industry Peers' communications departments

A comparative analysis of industry peers' communications department institutional set-up, knowledge and technology management, and communications campaigning will be done through an in-depth desk review of selected institutions. The exercise should cover:

- Institutional set-up and resources (department organograms, staff numbers allocation and responsibilities, etc.)
- Policies in place (information disclosure, communications policy, risk mitigation, etc.)
- Communication strategies and campaigns
- Knowledge management
- Technology management

**Deliverable 2** Audience segmentation

This section will consist of answering the question, who does PGI communicate to? PGI audience segmentation will consist of mapping out all the stakeholders which exist and matter in PGI ecosystem.

**Deliverable 3:** Mapping of communication topics/ subject matters

This section will consist of answering the question, what does PGI communicate about and to whom?

**Deliverable 4: Perceptions to be created**

This section will answer the question; how do we want target audiences to perceive PGI regarding identified communication topics?

**Deliverable 5: Perceptions review/ brand tracking**

This exercise should be done in the format of a survey of identified target audiences. The output of the perceptions review/ brand tracking exercise will become the basis upon which deliverable 6 will be done. (requires completion of deliverables 2, 3 and 4 above) Deliverable

**Deliverable 6:** Development of corporate and product & services messages (requires completion of deliverable 6)

**5.2. Communications infrastructure, knowledge and technology management, and institutional set-up**

**Deliverable 7: Infrastructure and systems to access data and knowledge:**

primary data This deliverable consists in proposing the needed infrastructure and systems to systematically source, collect, organise and report information and data produced by PGI about its business through technology solutions and others such as a customer relationship management (CRM) system, intranet, internal databases, field visits, and other information sharing systems. → Date of submission: End of Month 3 (requires completion of deliverable 1)

**Deliverable 8: Infrastructure and systems to access data and knowledge:**

secondary data This deliverable consists of evaluating and proposing ways to source data and knowledge from secondary sources. This will include proposing subscriptions, and ways to systematically collect, organise and report this information internally. Likewise, this will also include a strategy to develop and boost PGI research capabilities, along with ways to systematically collect, organise and report research output. (requires completion of deliverable 1)

**Deliverable 9: Institutional set-up strategy to support effective communication**

This deliverable will consist in proposing an institutional set-up strategy to support effective communications. This should include:

- Modification or creation of new departments or units
- Standard operating procedures (SOPs) including inter-linkages between departments linked to PGI internal and external communication needs
- KPIs – PGI-wide
- Human resource training/ capacity-building needs
- Development of relevant policies (requires completion of deliverable 1)

**5.3. Communications campaigning**

**Deliverable 10: PGI communications campaign planning**

This deliverable is a PGI communications campaign covering a period of 5 years, with a more detailed focus on 2024 - 2027, in line with PGI strategic Plan 2023/2027. It will use as its basis deliverables 1, 2, 3, 4, 5, and 6. It should cover:

- Production of marketing collateral (printed, digital, video, voice, etc.) – Best formats/ tools of dissemination
- Public relations – Best channels of dissemination
- Media
- Corporate Social Responsibility

- Production of contents for contents for all of the above (planning of production)

#### 5.4. Quality control and M&E

##### **Deliverable 11: PGI Communications M&E and Quality Control Systems**

This deliverable consists in setting up a system to monitor and evaluate the implementation of PGI communication strategy and to ensure quality control.

#### 5.5. Final Outputs/ Strategy Documents

**Deliverable 12:** Final output documents It is to be noted that the 11 above-listed deliverables serve as milestones in the implementation of the contract associated with this RFP. Each deliverable should be approved separately. That said, all of them together compiled will serve as the basis for all final outputs which will comprise:

1. The Strategy Narrative
2. An Implementation Logical Framework
3. An Implementation Work Plan
4. An Implementation Budget
5. Relevant policies and other documents

#### 6. Team Composition & Qualification Requirements for the Key Experts:

All should have assumed a similar role during the past 5 years. The consultant may provide any combination of staff on a team, as long as the following required roles are covered \*Given the multidisciplinary nature of the TOR, joint ventures are permitted

##### **1- Team Leader and Communications Expert**

Equipped with a university degree in business administration or a relevant field, and a minimum of 15 years of relevant professional experience in communications and developing communication strategies, s/he will provide the overall guidance to the team of consultants and will be responsible for day-to-day management of the assignment, timely completion, and quality of all deliverables. S/he will also be responsible more directly specifically for deliverables 1, 9, and 12.

##### **2- Knowledge and Technology Management Expert**

Equipped with a university degree in IT, MIS or relevant field, and a minimum of 10 years of relevant professional experience in developing information/knowledge management systems, including with CRM systems, s/he will provide the expertise for deliverable 7 and 8 in close coordination with Expert 3.

##### **3- DFI Research Expert**

Equipped with a university degree in business administration or a relevant field and a minimum of 10 years of professional experience in developing research capacity for financial institutions, s/he will provide the expertise for deliverables 7 and 8 in close coordination with Expert 2.

##### **4- PR Expert/ Social Media Expert/ Media Expert**

Equipped with a university degree in communications or relevant field and a minimum of 7 years of relevant professional experience in PR, Social Media campaigning and media management that will provide the expertise for deliverables 2, 3, 4, 5, 6 and 10.

##### **5- Communications M&E Expert**

Equipped with a university degree in communications or a relevant field and a minimum of 7 years of relevant professional experience in M&E in the communications space, s/he will provide the expertise for deliverable 11.

##### **6- Data collection and survey solutions Expert**

Equipped with a university degree in communications or a relevant field and a minimum of 7 years of professional experience conducting surveys. s/he will provide the expertise for deliverable 5, in close coordination with Experts 4, 5 and 6.

## 7. Timeline of the project

30 days from the day of signing the contract

## 8. Proposals should comprise

### 8.1. A Technical Proposal

- 8.1.1. Consultant's organization and experience summary
- 8.1.2. Technical approach and methodology, and team organization (narrative): this should explain the consultant's understanding of the TOR and the detailed technical approach and methodology to achieve deliverables and make references to work plan and staffing.
- 8.1.3. Work plan (table): plan for the implementation of the main activities/tasks of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals of deliverables by the Client), and tentative delivery dates of the deliverables.
- 8.1.4. Staffing (table + narrative): structure and composition of the consultant's team, including the list of the key and non-key experts and other required staff, number of work days each per deliverable
- 8.1.5. Company CV and adequacy for assignment, including in a separate table: relevant assignments, the duration of relevant assignments, name and description, name of client and country of assignment, value of contract, and role in the assignment. Assignments completed by the consultant's exports cannot be claimed as the relevant experience of the consultant.
- 8.1.6. Full Staff CVs including in a separate table: relevant assignments, the duration of relevant assignments, name and description, name of client and country/county of assignment, contact person value of the contract, and activities performed during the assignment.

### 8.2. Financial proposal (detailed budget in a table) in KES

## 9. Submission

Proposals should be sent before 12<sup>th</sup> of September 2024 by email to: [procurement@pastoralistgirls.org](mailto:procurement@pastoralistgirls.org), copy [info@pastoralistgirls.org](mailto:info@pastoralistgirls.org) with the subject **PGI Communications Strategy Proposal**. Questions can be sent by email to [bosire@pastoralistgirls.org](mailto:bosire@pastoralistgirls.org)

### **Evaluation and Award of Consultancy**

PGI will evaluate the proposals and award the assignment based on technical and financial feasibility. PGI reserves the right to accept or reject any proposal received without giving reasons and is not bound to accept the lowest or the highest bidder