



REPUBLIC OF KENYA

KEWASIP



STATE DEPARTMENT FOR FORESTRY

MINISTRY OF ENVIRONMENT, CLIMATE CHANGE AND FORESTRY

Kenya Watershed Services Improvement Project (KEWASIP)

Credit Number: 7830KE

Project ID: P509738

**Terms of Reference
for**

CONSULTING SERVICES FOR DEVELOPMENT OF A KNOWLEDGE
MANAGEMENT AND COMMUNICATION STRATEGY

(FIRMS SELECTION)

PROCUREMENT/CONTRACT REF NO.: MECCF-SDF-549039-CS-CQS

May, 2026

Client:

State Department for Forestry

Attn; National Project Coordination Unit

P.O. Box 30126-00100, Nairobi

Email: kewasipnpcu@gmail.com, kewasipprocurement@forestry.go.ke

1. INTRODUCTION

PROJECT BACKGROUND

The Government of Kenya (GoK), through the State Department for Forestry (SDF) with support of USD 200,000,000 from the World Bank, is implementing the Kenya Watershed Services Improvement Project (KEWASIP) for a period of five (5) years. The Project Development Objective (PDO) of KEWASIP is to expand the area under sustainable land and watershed management and to improve livelihoods of communities in the project areas.

The KEWASIP is anchored on the National Landscape and Ecosystem Restoration Strategy (NLERS), targeting to restore and conserve 10.6 million ha of degraded landscapes and ecosystems by 2032 through the 15 billion trees growing initiative. The strategy lays out a national program to restore, sustain, enhance, protect, and increase the productivity of Kenya's landscapes and ecosystem services. These results, in turn, are expected to enhance biodiversity conservation, environmental sustainability, sustainable livelihoods, climate resilience, and socioeconomic development.

The implementing agency will be State Department of Forestry, in the Ministry of Environment, Climate Change and Forestry, together with 12 Counties Namely; Baringo, Meru, Kitui, Tharaka Nithi, Samburu, Isiolo, Marsabit, Makueni, Garissa, Kwale, Tana River and Laikipia. The project will be implemented in 5 focal areas/sites namely: Marsabit Hills (Site 1), Marmanet Hills (Site 2), Nyambene Hills (Site 3), Chyulu Hills (Site 4), and Shimba Hills (Site 5) and is expected to benefit 750,000 people.

The project has the following three components:

Component 1: Roots of Resilience: Policy, Legal, and Regulatory Framework.

Component 2: Green Horizons: Sustainable Landscape and Watershed Management.

Component 3: Project Management, Training & Capacity Building.

Figure 1: Map of the project sites

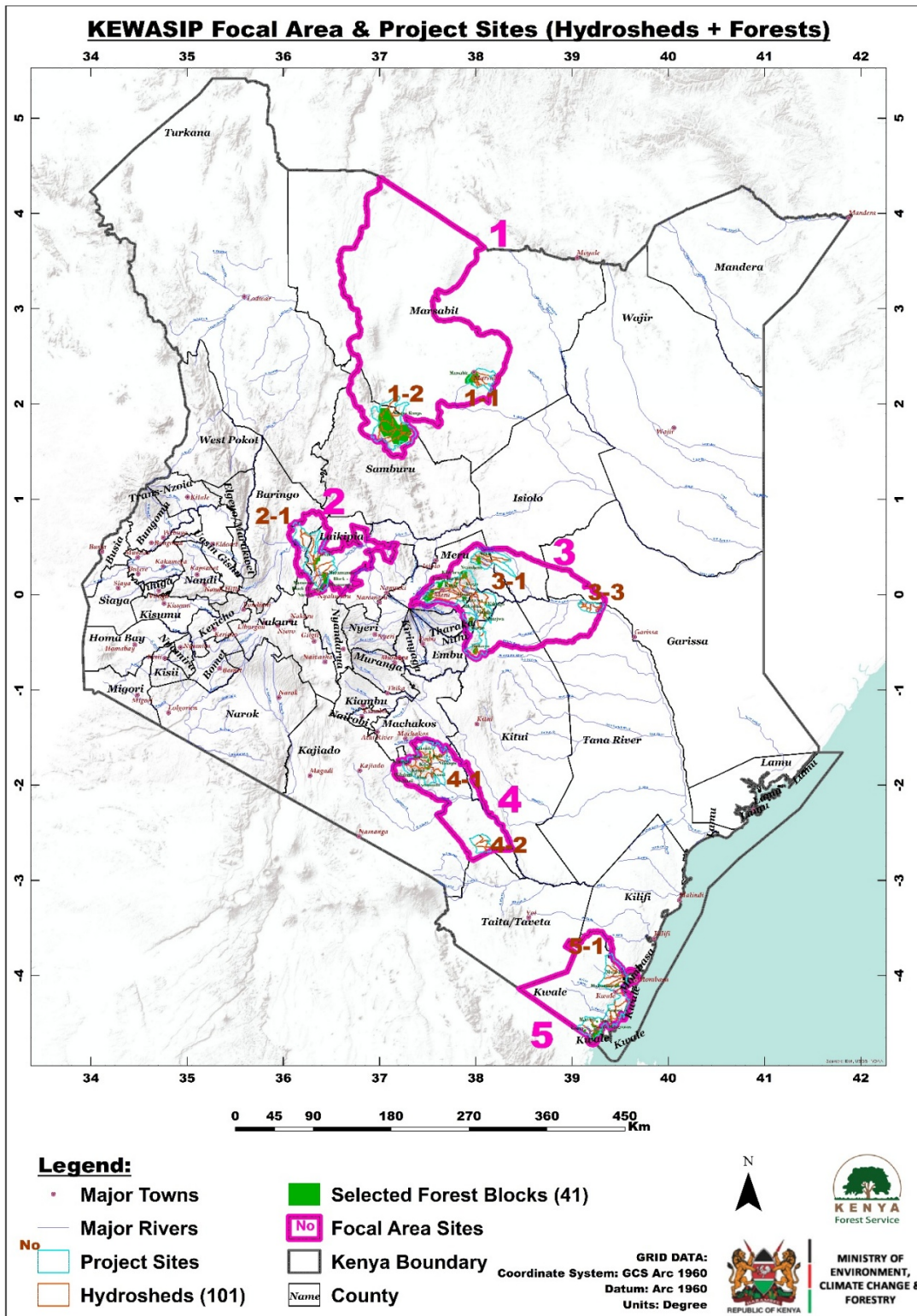


Figure 1: Project sites

2. OBJECTIVES OF THE ASSIGNMENT

KEWASIP wishes to engage a consultant to develop a comprehensive and integrated knowledge management and communication strategy to provide the roadmap for developing different knowledge products by the project and disseminate to different audiences identified. The consultant will work with the Communications Officer of the National Project Coordination Unit (NPCU) to develop the strategy and define the learning agenda. The Strategy is intended to guide project implementers and beneficiaries at all levels to communicate effectively and deliver on the project objectives.

This consultancy will aim at:

- Assessing communication and knowledge management opportunities and gaps and propose pragmatic measures to address the gaps.
- Developing a framework for knowledge management and communication.
- Identifying information and knowledge to package for specific user audiences that is demand-driven in a timely and accurate manner
- Building Institutional Capacity to implement and sustain the communication and engagement strategy effectively.

3. SCOPE OF WORK

The consultant will be expected to review existing project-based communication strategies, National Communication Strategy and the communications approaches and processes to inform this strategy development.

The consultant will carry out the following work that will feed into the development of the communication strategy:

1. Undertake a communication assessment that will review and provide a summary of the:

- a) Framework of policies, rules and regulations that guide communication at national and county levels.
- b) Gaps and challenges in communication within Kenya's landscape restoration space and those experienced for both internal & external stakeholders.
- c) Areas for improvement/recommendations to address the gaps identified.

2. Development of the Knowledge management and Communication Strategy:

- a) . Conduct a stakeholder mapping and analysis to identify key stakeholders (target audience) their influence, interests and appropriate engagement approaches.
- b) Identification of the communication objective for each targeted audience (i.e., positioning KEWASIP in the national and county development context, creating awareness on KEWASIP at national and local levels, sharing knowledge on KEWASIP with stakeholders; etc.).
- c) Develop key messages tailored to different audiences, ensuring clarity on data protection rights and obligations in a culturally and linguistically appropriate manner.
- d) Identification of the knowledge products and activities tailored to each audience, building on already available communication materials, when possible, for each target audience.
- e) Establish a crisis communication framework to manage data breaches, misinformation, and cybersecurity threats.
- f) Establish mechanism for community engagement, feedback and integration with grievance redress system
- g) . Identify and define appropriate communication channels and platforms for each target audience, including digital (Website, social media), traditional (radio, print, barazas) and community - based approaches
- h) Create an Internal Communications Matrix to streamline communication among staff.
- i) Develop a Knowledge Management Framework outlining processes for knowledge creation, capture, storage, sharing, and utilization across the project

3. Media, Advertising, Outreach Costs, and Translation Services

- a) Media Outreach and Advertising: Propose key media outlets and develop tools and protocols for media engagement including a media monitoring and analysis framework to track coverage, asses public perception.

- b) Outreach Costs: Estimate costs related to media campaigns and community events, proposing cost-effective initiatives. Outline relevant media outreach approaches that can be effectively implemented throughout the period of the project
- c) Translation Services: Provide options for translation for documents, media content, and communication materials in local languages to ensure inclusivity and clarity.

4. Institutional Capacity Building

- a) Undertake a Capacity needs assessment of SDF and all implementing institutions.
- a) Provide training to KEWASIP staff and representatives from implementing institutions on implementing communication strategies, media engagement, and outreach activities.
- b) Develop tools and resources to be used by KEWASIP Staff to monitor, evaluate and receive feedback.

4 Deliverables and Timetable

The consultancy will span 4 months, with the following deliverables and deadlines:

No.	Deliverables	Details	Due Date (Contract signature + x weeks) and amount of total
1	Inception Report	A detailed document outlining methodology and approach for undertaking the assignment.	10 days
2	Communication gap assessment report	A report mapping key stakeholder, their roles, and capacity gaps with an engagement framework	10 days
3	Draft 1.0 of Knowledge Management and Communication strategy	Including: 1. Knowledge generation and acquisition 2. Tailored Knowledge Management products for different audiences 3. Proposal of communication channels and tools (media, digital platforms, etc.). 4. Communications Matrix (outlining key communication activities and evaluation measures). 5. Internal Communications Matrix (outlining communication flows among project staff to maximize impact). 6. Communications, and Engagement Action Plan	20 days

4	Stakeholder validation workshop and report	A structured framework outlining key messages, channels, and media strategies.	20 days
5	Final Strategy	A refined strategy incorporating feedback, ready for implementation.	10 days
6	KEWASIP Staff Training	Training materials, including manuals and interactive exercises.	10 days

5 REPORTING AND ADMINISTRATIVE ARRANGEMENTS

The consultant will report to the KEWASIP Project Coordinator, and will receive guidance from the Project Communication Officer.

Location: The consultant undertakes the assignment from his/her premise, but may occasionally use KEWASIP's office space

Language: All deliverables should be submitted in English

6 DURATION OF CONSULTANCY

The assignment shall be for a period of **four (4) months** from contract commencement date.

7 PAYMENT SCHEDULE

The proposed payment schedules based on satisfactory performance of the contract which will be negotiated with the successful consultant will be as presented in Table II below.

Upon submission of every report, the consultant is expected to make a presentation of the submitted report to the Client in a scheduled meeting. The acceptance of the report shall be recorded in the minutes of the meeting.

Table II: Proposed payment schedule

S/No.	Deliverables/Reports	Timelines after contract commencement	Format of submission
1.	Inception Report detailing document outlining methodology and approach	10 days	10%

2.	Communication gap assessment report Draft 1.0 of Knowledge Management and Communication strategy	30 days	30%
3.	Stakeholder validation workshop Report	20 days	30%
4.	Final Knowledge Management and Communication Strategy documents plus KEWASIP Staff Training tools	20 days	30%

All reports shall be submitted in the prescribed format to the Client at the following address:

The Principal Secretary

State Department for Forestry

Ministry of Environment, Climate Change and Forestry

N.H.I.F Building, Ragati Road

P.O. Box 30126-00100

Nairobi

Email:

Attn: Project Coordinator, Kenya Watershed Services Improvement Project

8 MINIMUM QUALIFICATIONS REQUIREMENTS AND EXPERIENCE OF THE CONSULTANT FIRM AND KEY EXPERTS.

A) MINIMUM QUALIFICATIONS AND EXPERIENCE OF THE CONSULTANT FIRM

The Consultant shall be a consulting firm with expertise in the communication and public relations field and relevant experience in the following areas:

- Proven experience in developing Knowledge Management and communication strategies, preferably in public sector institutions within fragile or developing country contexts.
- Knowledge of data protection and privacy regulations
- Experience in stakeholder engagement and public awareness campaigns Strong research, analytical, and writing skills with a demonstrated ability to design culturally sensitive communication strategies.

- Experience in working with government agencies, development partners. Institutional Capacity Building: Proven experience in providing training to government or organizational staff on communication strategy implementation or equivalent assignments.

B) MINIMUM QUALIFICATIONS AND EXPERIENCE OF THE TEAM LEAD.

Key Expert:

I. Senior Communications Specialist- Team Lead

Qualifications and skills

- Master's degree in communications, Development Communications, knowledge management, Public Relations. Proven experience of a minimum of 8-10 years in developing and implementing knowledge management and communication strategies, with a strong background in strategic planning and brand management to enhance brand positioning and ensure message consistency.
- Provide overall leadership, coordination, and quality assurance of all deliverables.
- Ensure alignment with World Bank communication and knowledge management standards.
- Lead stakeholder engagement, validation workshops, and reporting.
- Extensive experience managing advertising campaigns across digital and social media platforms. Skilled in developing strategic outreach, optimizing ad spend, and analyzing performance for maximum ROI. Proven ability to enhance brand visibility and customer engagement through targeted content and campaigns.
- Experience working on communications in a developing country context is a plus.
- Strong grasp of data protection laws, particularly how they influence public communication and media messaging.
- Ability to craft clear messaging on data protection rights, obligations, and best practices.
- Demonstrated experience in development communication, stakeholder engagement and behavioral change communication.
- Strong understanding of knowledge management systems and frameworks.
- Fluency in English and Swahili.
- Experience in working with government institutions, donor-funded projects or international organizations is an added advantage.
- Experience in strengthening institutions, particularly governance, education, corporate entities, or non-profit organizations.
- Ability to design capacity-building programs that help KEWASIP staff effectively communicate and explain privacy-related matters

II. Knowledge Management Specialist:

- Master’s degree in Knowledge Management, Information Science, Development Communication, Development Studies, Communication for Development or related field.
- Minimum 5–7 years of experience in knowledge management systems.
- Expertise in knowledge capture, storage, sharing, and learning systems.
- Digital knowledge platforms.
- Experience in donor-funded or government projects is an added advantage.

III. Communication Specialist:

- Bachelors in Communications, Public Relations or related field. (Master’s degree being an added advantage)
- Minimum 5 years of experience in strategic communication and media engagement.
- Strong experience in content creation and stakeholder engagement.
- Excellent writing and presentation skills.

IV. Capacity Building Expert:

- Master’s degree in Development Communications, Organizational Development, or related field.
- At least 5–7 years of professional experience in communication, with demonstrated experience in organizational development, capacity building, and institutional strengthening in development projects
- Experience developing and delivering training programs.
- Strong facilitation and stakeholder engagement skills.

Apportionment of points in (%) Between Firm and Experts

Component	Weight
Firm’s experience	10%
Methodology / approach	30%
Key experts and knowledge transfer	60%

9 OBLIGATIONS

The Client

The NPCU will make available the following resources to facilitate the work of the

Consulting firm:

1. Project Implementation Manual (PIM) and Project Appraisal Document (PAD);
2. Details on the project intervention sites
3. Introduction letter for the firm to obtain necessary permissions for conducting field survey in project sites.

The Consultant

The Consultant assumes responsibility for the costs of transportation, accommodation, insurance, airtime, and any other related expenditures. The Consultant is expected to undertake activities that ensure the outputs are consistent with professional and legal requirements. Furthermore, the data must be generated through a consultative process that guarantees authenticity and ownership.

Propriety rites of clients in reports and records

All the data and information collected or received for the purposes of this study will be kept strictly confidential and will be used exclusively to execute the terms of reference. All the intellectual property rights stemming from the execution of the terms of reference belong to KEWASIP. The content of the written materials that are obtained and utilized during this task will not be shown to third parties without

the

written consent of KEWASIP.

Confidentiality

The Consultant agrees to maintain confidentiality regarding all information and documentation shared by the KEWASIP and other stakeholders.