



## **TERMS OF REFERENCE (ToR) FOR PERFORMANCE MANAGEMENT SCHEME DEVELOPMENT**

**Category: Consultancy**

**Location: Nairobi**

**Career Level: 12+ years' experience of which 5+ Should be in HR Consultancy**

### **Organizational Profile**

Kenya Flower Council (KFC) is the leading Business Membership Association for growers, exporters and key cut-flower and ornamentals value chain actors. KFC members account for approximately 80 per cent of Kenya's floricultural exports.

KFC's Flowers and Ornamentals Sustainability Standards (FOSS), popularly known as KFC Silver and Gold Standard, to which all members must comply, is a trusted standard worldwide. It is one of only three internationally benchmarked standards that demonstrate sustainable social, environmental and good agricultural business practice benchmarks set by the EU-based Floriculture Sustainability Initiative (FSI). The standard encourages commitment to ethical practices, innovation and promoting equitable trading practices, thus ensuring that certified producers foster sustainable, responsible and safe production of cut flowers and ornamentals.

The organization is in the forefront promoting Kenya as a reliable source of quality cut flowers and ornamentals and the country's competitiveness in the global floriculture trade. KFC is actively engaged in all major trade negotiations in existing, new and emerging markets and in amplifying Kenya's image in the international market as the most trusted source of cut flowers and ornamentals.

KFC engages with key actors locally for a favourable business environment for growers and exporters of cut flowers and ornamentals.

To achieve its objectives, KFC has undergone significant restructuring within the Board and the Secretariat in the last 4 years in line with its Strategic Plan. KFC proposes to assess its efficiency to deliver on its mission and visions and immediately initiate any necessary changes.

KFC (client) is therefore seeking to hire an expert to help the organization to finetune the organization structure, roles and responsibilities of individual secretariat staff, corresponding Key Performance Indicators and development of performance measurements tools.

### **Service Required**

Assignment Objectives:

1. Appropriate organization structure
2. Employees' Role and Responsibilities
3. Key Performance Indicators (KPIs) for all employees
4. Performance Management Scheme:

- I. Performance planning
- II. Individual and Team Performance Assessment Tools
- III. Team, Department and Corporate Performance Review
- IV. Reward Management

### **Performance Management Scheme Composition**

The Performance Management Scheme shall:

- Propose improvements to organization structure, including any new posts, if necessary.
- Define and clarify roles and responsibilities of every employee.
- Define Key Performance Indicators for every employee.
- Align employee goals to the organizational goals.
- Develop an effective internal performance evaluation mechanism.
- Define a transparent reward system for performance.

### **Roles and Responsibilities**

#### **KFC's Roles and Responsibilities**

KFC is responsible for:

- Selecting, contracting and managing the Consultant
- Covering the costs of and managing communications and logistics associated with the assessment
- Actively engaging with the Consultant during the assessment
- Identifying respondents/stakeholders and relevant documents, as needed

#### **Roles and Responsibilities of the Consultant**

The Consultant is responsible for:

- Preparation of a work plan
- Actively engaging with staff, Board members and other stakeholders through the use of participatory processes
- Regular progress reporting to KFC
- Production of deliverables in accordance with the requirements and timeframes of the Terms of Reference.

#### **Deliverables**

The consultant will provide the following deliverables:

- An Comprehensive Workplan Framework based on these Terms of Reference
- A Performance Management Scheme document including:
  - Executive summary
  - Background
  - Effectiveness of the current structure and proposed changes (if any)
  - Performance planning
  - Individual and Team Performance Assessment Tools
  - Team, Department and Corporate Performance Review
  - Reward Management
- A Performance Management scheming validation meeting



- The report together with the annexes shall be written in English and shall be presented in electronic form in MS Word format to facilitate comments and PDF format.

### **Duration of the Assignment**

The consultant is expected to complete the work within 30 working days from the signing of the contract.

### **Payment Schedule**

The consultant will be paid 30% of the agreed sum for development of the Performance Management Scheme at the signing of the contract and the rest at the completion of the work.

### **Job Requirement**

Qualifications of lead or individual consultant

- Minimum Master's degree in Human Resource Management or Management or other relevant social sciences.
- Minimum 12 years of experience in design and/or monitoring & evaluation of Human Resource Management or Management of which 5 years plus should be in HR Consultancy.
- Excellent knowledge and understanding of socio-economic and political context of the country.
- Excellent written and spoken skills in English.
- Excellent research, analytical and communication skills, both oral and written
- Understanding of labour law would be a definite asset
- Having knowledge of and/or proven expertise in participatory approaches in conducting assessments and facilitating Performance Management Scheming processes, and Performance Management scheming document preparation.
- Knowledge of Kenya's horticulture sector will be a plus.

### **Information to Consultants**

KFC will select an individual among those who submitted proposals, in accordance with the method of selection detailed in the appendix. The method of selection shall be as indicated by the procuring entity in the Appendix.

The consultants are invited to submit a Technical Proposal and a Financial Proposal. The proposal will be the basis for Contract negotiations and ultimately for a signed Contract with the Consultant.

Please note that (i) the costs of preparing the proposal and of negotiating the Contract, including any visit to the client are not reimbursable as a direct cost of the assignment; and (ii) the client is not bound to accept any of the proposals submitted.

Kenya Flower Council employees, KFC committee(s) members, Bboard members and their relative (spouse and children) are not eligible to participate.

### **Evaluation of the Technical Proposal**

The client shall evaluate the proposals on the basis of their responsiveness to the Terms of Reference, applying the evaluation criteria as follows:

		<b>Points</b>
i.	Specific experience of the consultant related to the assignment.	5-10
ii.	Adequacy of the proposed work plan and methodology in responding to the Terms of Reference	20-40
iii.	Qualifications and competence of the consultant	30-40
iv.	Suitability to the transfer of knowledge	0-10
	<b>Total Points</b>	<b>100</b>

Each responsive proposal will be given a score. A proposal shall be rejected at this stage if it does not respond to important aspects of the Terms of Reference or if it. Note: Minimum Total Score is 75.

### **TECHNICAL PROPOSAL**

The Technical Proposal should cover the following:-

- (ii) Consultant's understanding of the assignment
- (iii) Similar work references
- (iv) Description of the methodology and work plan for performing the assignment
- (v) Task assignments
- (vi) Format of curriculum vitae (CV) for the Consultant
- (vii) Time schedule for professional personnel
- (viii) Activity (work schedule)

### **FINANCIAL PROPOSAL**

The Financial proposal prepared by the consultant should list the cost associated with the assignment. The lumpsum cost should cover all costs associated with the assignment, including staff costs, subsistence, transportation, services and equipment, printing of documents, surveys etc., as may be applicable.

The financial proposal shall be in Kenya Shillings and shall take into account the tax liability and cost of insurances specified in the request for proposal.

Financial consideration for applicants will only be made for applicants who score above the minimum on the Technical Proposal.

### **How to Apply?**

Applications submitted as one file with subject line 'Performance Management Consultant' to [hr@kenyaflowercouncil.org](mailto:hr@kenyaflowercouncil.org) to be received not later than 23rd June 2023 at 5.00pm EAT.