

Consultancy: Corporate Competency Framework Design, Job Evaluation & Grading, Conduct Skills Audit, Propose 12 Month L&D Plan for each employee

Terms of Reference – February 2017

1. INTRODUCTION TO MSINGI

Msingi East Africa Limited (Msingi) was conceived and incubated by Gatsby Africa, and is co-funded by UK's Department for International Development (DFID). It was established as a Company Limited by Guarantee in June 2016.

Msingi is a multi-decade organisation that is building East African industries of the future. We are taking a new approach to driving economic transformation and prosperity in East Africa that is:

- **Ambitious and long-term** – achieving deep industry transformation in selected high potential industries; and set up as a multi-decade organisation rather than a time-bound programme to enable this.
- **Flexible and holistic** – utilising an adaptive combination of support driven by the different needs of each focus industry, including investment where additional.
- **Focused on innovation** – including support to technology upgrading, technical capabilities and innovative collaborations, e.g. international joint ventures; and bringing in world-class experts to ensure globally competitive solutions.
- **Industry-led** – working where there are credible pioneer firms, using strong private sector expertise, and partnering with others where appropriate.
- **Independent** – unbiased by political influence but proactively engaging and partnering with government where needed to achieve long-term competitiveness.

For more information on Msingi please click here: www.msingi.com (and for Msingi's Corporate Strategy, please click [here](#)).

2. OVERVIEW OF THE ASSIGNMENT

1. Competency Framework Design:

Msingi needs to design and implement a competency framework that can be used in a variety of human resource contexts, including job design, recruitment, performance management, and learning and development. The competency framework will define Msingi's core and functional competencies as well as supportive behavioural indicators required for each role for Msingi to achieve its corporate strategy. The competency framework will also define the corporate job families in Msingi and map each role into its specific job family and grade.

2. Conduct Skills Audit

A skills audit will provide Msingi with adequate information in relation each employee's competency profile and hence educate the decision on an appropriate and comprehensive skills development plan. We intend through this exercise to understand each employee's skills academic achievement, competency levels, skills base, gaps and development needs.

3. SCOPE OF WORK

To deliver the assignment, the Consultant will be expected to fulfil the following tasks:

- Review company information to establish the required skills, knowledge and attitudes for Msingi to operate sustainably in achieving its mandate both now and in the future;
- Develop an implementation and communication plan that will ensure successful inception and completion of this project within reasonable deadlines;
- Research, collect and collate data needed to develop the competency framework, conduct the skills audit and propose a 12-month learning and development plan for each employee;
- Describe the approach the consultant will use to develop a competency framework, skills audit and 12 month learning & development proposal;
- Identify competencies and levels needed for all functional and technical areas to perform functions or tasks successfully;
- Develop descriptors for each requisite competency;
- Develop competency indicators that are observable and definable actions, and which show what performance should look like;
- Develop a competency rating scale, which allows for determining the level at which an incumbent has a specific competency to determine any gaps and possible developmental needs for improvement in performance
- Review current job descriptions and update them accordingly;
- Determine the competencies and skills required for each position in line the approved competency framework;
- Evaluate and grade all roles in the Msingi;
- Conduct a competency assessment on each employee through an appropriate consultative process;
- Identify competency gap for each employee
- Recommend a 24 month learning and development plan for each employee

The consultant is expected to perform this exercise on up to 20 employees and up to 18 job roles.

The consultant is expected to start the assignment within 7 days of being appointed and complete the assignment within 20 working days of commencement.

At the end of the assignment the consultant is required to deliver the following items:

1. Msingi Competency Framework;
2. Job Evaluation, Families and Grading report for each role;
3. Competency Profile & Gaps Report for each employee;
4. 24-months Learning and Development Strategy / Plan for each employee

On successful appointment to the assignment, the consultant is to deliver on the following immediately:

1. Project plan and milestones;
2. An assessment plan;
3. Submit a weekly progress report to the Project Leader
4. Prepare presentations for reporting to Msingi's project management e as and when required.

4. COMPETENCIES AND EXPERTISE REQUIRED

The consultant should possess the following competencies and requirements;

1. Extensive knowledge and experience in the Human Resource Development field;
2. Required analytical and technical skills;

3. Knowledge of global best practise in relation to the assignment;
4. Successful completion of similar projects especially in East Africa; and
5. Ability to meet time frames in terms of the identified milestones.

5. TIMEFRAME

The services will be required in **February and March 2018**.

6. REPORTING

The Msingi sponsor and person responsible for the overall delivery of the project will be **Msingi's Chief Executive Officer**. However, the day-to-day delivery of the project will be managed by Msingi's HR function. In the delivery of the work, the Consultant will report to the HR Manager.

7. LEGAL IMPLICATIONS

The consultant will be subjected to signing a Service Level Agreement and Confidentiality Agreement

8. PROPOSAL, IMPLEMENTATION PLAN AND BUDGET

The Consultant will be required to prepare a Proposal for submission. The proposal must contain;

Part A: Technical Proposal

1. Company profile (with experience and qualifications)
2. This project consultant's profile
3. Proposed Approach
4. Proposed Implementation & Communication plan

Part B: Financial Proposal

Costing of the technical proposal : The consultant is requested to indicate total costs, including disbursements in their proposal. Price should be clearly indicated per output. All costs should include Value Added Tax (VAT) and currency used to price

9. CRITERIA FOR SELECTION

1. Demonstrate detailed approach, methodology and process to be adopted in the project. Project plan to be linked to the deliverables, cost and outputs (60 marks);
2. Demonstrated experience in designing competency framework, job grading, skills audit and learning and development strategies especially in East Africa, with atleast 3 contactable references (Name of Company, Name of Contact Person, Email Address and Mobile Phone number) – (10 marks);
3. Level of experience (provide track record) and qualifications of the Consultants / Proposed Team to undertake the assignment (30 marks);

10. APPLYING FOR THIS ASSIGNMENT

You are to submit a proposal outlining your proposed technical approach, financial plan, implementation and communication plan. This is to be sent via email to esther.otieno@msingi.com and edna.semiti@msingi.com by 1700hours **Monday 19th February, 2018**.