

Consultancy: Values, behaviours and brand development consultancy

Terms of Reference – December 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

Values and behaviours

Msingi is a young organisation /start-up that endeavours to cultivate an identity that will transcend **East African** Industries and be respected as an **African brand**. Msingi has a corporate strategy that explains our mission, vision and strategic objectives.

Initial draft values have been identified by staff. We are looking for an experienced firm to assist Msingi refine the values and embed these for the purpose of laying the right foundation to create the desired organisational culture needed to help Msingi realise its ambitious mission. The exercise is expected to define the 'Msingi way', and to bring out Msingi's unique and competitive attributes that will help propel Msingi forward in a powerful, compelling and unique way.

The firm will be expected to help create and embed a new way of thinking and identify actions to bring this to life. In order to deliver the above objectives, the Consultant will be expected to fulfil the following roles:

- Facilitate a process to refine Msingi's Core values with Staff, the Human Resource Committee (HRC) and Board;
- Lead the development of appropriate Behaviours that Msingi Staff and Board adopt to support and institutionalise the Values and drive the desired culture forward;

- Define actions to embed the desired culture which includes actions to unfreeze current behaviours;
- Agree actions and road map to embed and sustain the desired organizational culture in organisational processes and systems over the next 12 months;
- Work with Msingi to introduce and roll out the core values and behaviours in the organisation ensuring these are appropriately internalised.

Some of the activities the firm may undertake include but are not limited to;

- Reviewing key documentation such as Msingi's corporate strategy, mission and vision, draft proposed core values, Communication materials etc;
- Engaging different stakeholder groups in one-on-one or groups sessions such as the HRC, Board members, senior management team, staff, and selection of key consultants;
- Leading a process of synthesising all suggestions and identifying the top 3-5 core values and achieving agreement and alignment with Board, management and staff;
- Developing a core value and behaviour matrix for final Board validation and approval;
- Holding workshops to introduce and roll out the new Core values and behaviours and facilitate their internalisation.

Brand development

Based on values adopted by Msingi, Msingi will also require the firm to support with the following:

1. **Logo development.** The logo should relate to Msingi's Strategic Objectives, as outlined in the attached corporate strategy, found at,

<http://msingi.com/images/pdf/MsingiCorporateStrategy2017.pdf> .

2. **Development of Brand Manual** i.e. a document that defines how our communications (hard copy, soft copy, website, digital communications, reports, publications, PowerPoint templates, email signatures, word templates, letterheads, business cards, complimentary slips etc.) should appear

3. EXPECTED OUTPUTS

1. Values, behaviour and culture

- 3-5 Core values with supporting descriptions
- Behaviour matrix
- Road map to embed and sustain desired organisational culture

2. Brand development

MSINGI LOGO

- Once the proposed logo is approved the firm will then be required to provide the following design details;
 - Logo design concepts in hard copy and PDF format.
 - Each logo concept should be accompanied by a brief description of how the logo was developed and what characteristics, values, and messages it imparts.

- Brief logo usage guidelines; including how small it could be used, colour codes, gray scale version, how the logo is used on dark backgrounds etc.

The logo package of the selected logo should be supplied with a variety of file types and resolutions in full colour for use in different applications. Greyscale versions should also be submitted. The files to include AI, EPA, PDF, TIFF, PSD and JPG formats.

BRAND MANUAL

The firm will need to provide a complete brand manual with associated templates including the following;

- Website (www.msingi.com)
- Power Point templates
- Letterhead
- Business Card template
- Email signatures
- Digital Communications
- Others

4. TIMEFRAME

We intend to launch Msingi in March 2018, therefore work on the values, behaviour and culture will need to have been concluded before then.

5. 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 Firm will report to the HR function.

6. PROPOSAL, TEAM IMPLEMENTATION PLAN AND BUDGET

The Firm 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. Consultant profile
3. Approach – values and behaviours
4. Sample preliminary logo design concepts. A rejection fee of USD 1500 is available. A minimum of 3 logos designs may be submitted.
5. Proposed Team – must be regionally representative (East African)
6. Implementation plan

Part B: Financial Proposal

1. Costing of the technical proposal

7. APPLYING FOR THIS ASSIGNMENT

You are to submit a proposal outlining your process, cost for values, behaviour and culture, full logo development and associated brand manual and sample preliminary logo design concepts, and

implementation plan. This is to be sent via email to esther.otieno@msingi.com by end of day **Wednesday 13 December 2017**.