



## **Consulting and Provision of Technical Services in the Identification and Documentation of Case Studies on Ethical Leadership, Governance, and Anti-Corruption Best Practices in Kenyan Companies**

### **TERMS OF REFERENCE**

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#### **INTRODUCTION**

Corruption is a considerable obstacle to economic and social development around the world. It has negative impacts on sustainable development and particularly affects poor and vulnerable communities.

For companies, corruption impedes business growth, escalates costs and poses serious legal and reputational risks. It also raises transaction costs, undermines fair competition, impedes long-term foreign and domestic investment, and distorts development priorities. Investors too understand that corruption can negatively impact value and pose financial, operational, and reputational risks to their investments. All companies therefore need robust anti-corruption measures and practices to protect their reputations and the interests of their stakeholders.

Kenya, a country with a burgeoning economy and significant potential for growth, grapples with persistent challenges in ethical leadership, governance, and corruption within its public sector as well as the corporate sector. Despite efforts by regulatory bodies and government agencies to curb unethical practices and promote transparency, instances of corruption and governance lapses continue to hinder the country's development trajectory. The prevalence of unethical behaviour and corruption not only undermines public trust and confidence in institutions but also poses substantial risks to economic stability, investor confidence, and sustainable development. Moreover, the adverse effects of corruption disproportionately impact marginalized communities, exacerbating inequalities and hindering inclusive growth.

Recognizing the critical need to address these issues and promote a culture of integrity and accountability within the business community, there is a growing imperative to document and disseminate best practices adopted by companies demonstrating their commitment to ethical leadership, sound governance principles, and effective anti-corruption measures.

By compiling case studies of best practices from a diverse range of Kenyan companies, this consultancy seeks to shed light on successful strategies, innovative approaches, and practical solutions that have yielded tangible results in promoting transparency, accountability, and integrity within the corporate sector. By disseminating these insights and lessons learned, the aim is to inspire emulation, facilitate knowledge sharing, and catalyse broader efforts to enhance ethical standards and combat corruption across industries.

Through a comprehensive review of existing literature, consultation with key stakeholders, and rigorous analysis of selected case studies, this consultancy endeavours to provide a nuanced understanding of the drivers, enablers, and barriers to ethical conduct and good governance within the Kenyan context. By distilling key findings and actionable

recommendations, the goal is to inform policy discussions, guide institutional reforms, and empower stakeholders to adopt effective strategies for promoting ethical leadership, robust governance frameworks, and anti-corruption measures in Kenyan companies.

In summary, the compilation of case studies on ethical leadership, governance, and anti-corruption practices in Kenyan companies represents a critical step toward fostering a culture of integrity, accountability, and responsible business conduct.

### **OBJECTIVES OF THE CONSULTANCY**

*This consultancy aims at:*

- Identifying 5 Kenyan companies with exemplary programs to promote ethical leadership, governance, and anti-corruption.
- Analysing and evaluating the effectiveness of the identified practices in promoting transparency, accountability, and integrity within the corporate sector.
- Producing a comprehensive report documenting case studies from the 10 Kenyan companies that demonstrate best practices in ethical leadership, governance, and anti-corruption measures.
- Highlighting key findings, lessons learned, and recommendations for promoting ethical behaviour, good governance, and anti-corruption efforts in Kenyan companies.

### **PURPOSE OF ENGAGING A CONSULTANT**

The overall purpose of engaging an expert is to provide consulting and technical services in the delivery of this project. The consultant would play a pivotal role in identifying companies, analysing data, and compiling case studies to showcase best practices in ethical leadership, governance, and anti-corruption efforts in Kenyan companies. Through their expertise and guidance, the consultant would contribute to the generation of actionable insights and recommendations that can inform policy discussions and drive positive change within the corporate sector.

The consultant shall ensure that the objectives of this project are met as per the below scope of work.

### **SCOPE OF THE CONSULTANCY**

1. **Identifying companies to be featured:** This will be done based on proposals made by Global Compact Network Kenya as well as through a review of existing literature, reports, and databases to identify potential companies drawn from UN Global Compact and Code of Ethics participating companies that exemplify ethical leadership, governance, and anti-corruption practices in Kenya. Other selection criteria will include impact, innovation, scalability, and sustainability of initiatives. It will involve gathering information from various sources to create a pool of candidate companies for further consideration.

2. **Methodology Development:** It will be important to develop a structured methodology for documenting case studies covering leadership commitment, organizational systems & structures in place, resource allocation, supply chain management, existing policies, and programs.
3. **Data Collection and Analysis:** This process will include conducting interviews and site visits as necessary to gather primary data and insights from selected companies. This would involve engaging with key stakeholders within the organizations to understand their initiatives, implementation processes, outcomes, successes, and challenges related to ethical leadership, governance, and anti-corruption efforts. The collected data will be analyzed to identify common themes, success factors, and challenges faced by the featured companies. This analysis would involve synthesizing information from multiple sources to extract key insights, lessons learned and recommendations.
4. **Report and Presentation Compilation:** This report will include detailed case studies of not less than 5 pages for each of the selected companies outlining the initiatives undertaken, their implementation processes, outcomes, lessons learned, and recommendations for future action. The presentation will summarize and generalize the case studies as much as possible, highlighting the key findings, lessons learned and recommendations for sharing with stakeholders.
5. **Validation:** The consultant would validate the report with the featured companies and the Global Compact Network Kenya. This would involve seeking feedback and input from the organizations involved to ensure the accuracy and credibility of the information presented in the report. Validation would also help to enhance the relevance and applicability of the findings and recommendations.

## **DELIVERABLES UNDER THE PROJECT**

### **Role of the consultant**

- i. Conduct a thorough review of existing literature, reports, and databases to identify potential companies drawn from the UN Global Compact and Code of Ethics Participating companies based on predetermined criteria such as impact, innovation, scalability, and sustainability of initiatives to feature in this project.
- ii. Present the proposed list of companies to Global Compact Network Kenya for approval ensuring diversity in representation including size, sector, and ownership.
- iii. Develop a structured methodology for documenting the case studies that should include aspects touching on leadership commitment, organizational systems & structures in place, resource allocation, supply chain management, and existing policies and programs.
- iv. Conduct interviews and site visits as necessary to gather primary data and insights from selected companies.
- v. Analyze collected data using qualitative research methods to identify common themes, success factors, and challenges faced by the featured companies.

- vi. Compile a detailed report including the case studies for selected companies, outlining their initiatives, implementation processes, outcomes, lessons learned and recommendations. The consultant would ensure that the report is well-organized, comprehensive, and aligned with the objectives of the project.
- vii. Prepare a presentation highlighting the key findings, lessons learned and recommendations for sharing with Global Compact Network Kenya and key stakeholders.
- viii. Validate the report and the presentation with the featured companies and Global Compact Network Kenya.
- ix. Incorporate comments, finalize the report and submit to Global Compact Network Kenya.

### **Role of Global Compact Network Kenya**

Global Compact Network Kenya shall be responsible for:

- i. Paying the consultant fee and under the project through the Kenya Association of Manufacturers.
- ii. Providing the necessary information, and any other required materials to facilitate the execution of the work of the consultant including proposing and facilitating connections to companies to be featured.
- iii. Reviewing and approving all deliverables by the consultant to ensure they are satisfactory.
- iv. Monitoring the progress of this consultancy

### **Role of Kenya Association of Manufacturers**

Kenya Association of Manufacturers shall be responsible for:

- i. Paying the Consultant on behalf of Global Compact Network Kenya

### **Expected output from the consultant.**

1. A work plan indicating the delivery timelines for each of the deliverables.
2. List of potential companies to be featured.
3. Methodology document outlining the structured approach for selecting case studies.
4. Detailed and validated report documenting the selected companies' initiatives, implementation processes, outcomes, lessons learned, and recommendations.
5. Presentation summarizing key findings, lessons learned and insights emanating from the various case studies for dissemination to stakeholders.
6. Any other relevant documentation or materials produced during the consultancy.

### **DURATION OF PROJECT**

The consultancy is expected to be completed within 45 days starting from the commencement date.

## **QUALIFICATIONS OF THE CONSULTANT**

- Proven experience in conducting research and analysis on topics related to ethics, governance, and anti-corruption.
- Familiarity with the Kenyan corporate landscape, including relevant regulatory frameworks, industry sectors, and key stakeholders.
- Strong analytical skills and ability to synthesize complex information into clear and actionable insights.
- Excellent communication and writing skills, with demonstrated experience in preparing high-quality reports and presentations.
- Ability to work independently and meet deadlines while maintaining high standards of quality and professionalism.

## **HOW TO APPLY**

Interested consultants or consulting firms are invited to submit their proposals no later than **Friday, 1 March 2024** and should include:

- i. Cover letter explaining why you are the most suitable candidate.
- ii. CV for the consultant and team.
- iii. A portfolio showing previous work, if any.
- iv. Detailed technical proposal including a work plan and financial proposals in separate envelopes.
- v. Company registration certificate.
- vi. A valid Tax Compliance certificate.
- vii. CR 12

Please address your application to the KAM Procurement, Kenya Association of Manufacturers, and submit it to [procurement@kam.co.ke](mailto:procurement@kam.co.ke) with the subject line “**GCNK Anti-corruption Case Studies.**”

Sealed envelopes to be delivered to the address below with the same subject line.

ATTN: PROCUREMENT MANAGER  
KENYA ASSOCIATION OF MANUFACTURERS  
KAM HOUSE – 5TH FLOOR  
15 MWANZI ROAD  
OPPOSITE WESTGATE SHOPPING MALL - WESTLANDS