



TERMS OF REFERENCE FOR A CONSULTANT TO REVIEW AND DEVELOP ORGANIZATIONAL POLICY

1. Background

Established in 1959, Kenya Association of Manufacturers (KAM) is a representative of manufacturing and value-add industries in Kenya. The Association has grown into a dynamic, vibrant, credible Association that unites industrialists and offers a common voice for businesses

We have been front and centre in driving fact-based policy advocacy towards the formation of industrial policies to strengthen and support the country's economic development. Through fact-based advocacy, KAM partners with Government and its associated agencies to ensure a dynamic and flourishing manufacturing sector in Kenya, to realize a double-digit contribution to GDP.

KAM is committed to maintaining up-to-date and effective policies that align with industry best practices and regulatory requirements. In pursuit of this goal, we seek a consultant to review our current policies and provide recommendations for improvements.

2. Objectives

The primary objective of this engagement is to review the current policies of KAM and develop or revise them to ensure they are comprehensive, up-to-date, and aligned with best practices, legal requirements, and the organization's strategic goals.

3. Scope of Work

The consultant scope of work will be **to Review and Develop Organizational Policies**

i. Policy Review

- Conduct a comprehensive review of all existing organizational policies.
- Assess the relevance, clarity, and completeness of each policy.
- Identify gaps, redundancies, and areas where policies may need to be updated or enhanced.
- Benchmark current policies against industry standards and legal requirements.

ii. Stakeholder Consultation

- Engage with key stakeholders, including senior management, HR, legal, and department heads, to gather insights and feedback on current policies.

- Conduct interviews or focus groups as necessary to understand the practical application and challenges of existing policies.
- Incorporate stakeholder input into the policy review and development process.

iii. **Policy Development**

- Draft new policies as required, ensuring they are aligned with legal and regulatory requirements, as well as organizational values and objectives.
- Revise existing policies to improve clarity, effectiveness, and alignment with current organizational needs.
- Ensure that all policies are written in clear, accessible language and include necessary components such as purpose, scope, responsibilities, procedures, and compliance measures.
- Develop a comprehensive policy manual or handbook that organizes all policies in a user-friendly format.

iv. **Legal and Regulatory Compliance**

- Ensure that all policies comply with relevant local, state, and federal laws and regulations.
- Identify any potential legal risks or liabilities associated with current policies and propose amendments to mitigate those risks.
- Work with the organization's legal team or external legal advisors to validate the legality and enforceability of the policies.

v. **Implementation Strategy**

- Develop an implementation plan for the rollout of new and revised policies, including communication strategies and timelines.
- Provide recommendations for training or awareness programs to ensure staff understand and adhere to the updated policies.
- Suggest mechanisms for monitoring and enforcing policy compliance across the organization.

vi. **Documentation and Reporting**

- Provide a detailed report summarizing the findings of the policy review, including identified gaps and recommendations.
- Submit final versions of all new and revised policies for approval by senior management or the board of directors.
- Prepare a summary document that outlines key changes and new policies, suitable for distribution to staff.

4. Deliverables

The consultant will deliver the following:

- **Policy Review Report:** A comprehensive report detailing the findings from the review of existing policies, including recommendations for revisions and new policies.
- **Drafted Policies:** Full drafts of all revised and newly developed policies.
- **Policy Manual/Handbook:** A compiled manual or handbook containing all organizational policies, formatted for easy reference.
- **Implementation Plan:** A detailed plan for implementing the updated policies, including communication and training recommendations.
- **Final Presentation:** A presentation to senior management summarizing the work completed, key changes, and recommendations for ongoing policy management.

5. Duration and Timeline

The consultancy is expected to begin by **1st October 2024** and be completed by **30th November 2024**.

Key milestones include:

- Initial review and stakeholder meetings
- Submission of draft report
- Final report and implementation plan

6. Consultant Qualifications

The consultant should possess:

- Proven experience in reviewing and developing company policies.
- Strong understanding of legal and regulatory requirements.
- Excellent analytical and communication skills.
- Relevant qualifications or certifications in management or related fields.
- Detailed background of your experience, education, and expertise relevant to the project.
- contacts for past clients or employers who can vouch for your work.
- Examples of similar projects you've completed, showcasing your ability to handle the proposed work.

7. Confidentiality and Conflict of Interest

The consultant must adhere to strict confidentiality regarding all company information and avoid any conflicts of interest that may arise during the consultancy.

8. Submission of Proposal

Your proposal shall be prepared in the English Language. Your proposal shall comprise the following documents:

- i. **Cover Letter:** A brief introduction that outlines your interest in the project, your understanding of the company's needs, and why you're the right fit for the job
- ii. **Technical Proposal Document:**
 - **Company Profile:** Information about your consulting firm, including its history, mission, and core competencies.
 - **Executive Summary:** A high-level overview of what you plan to do and the value you will bring.
 - **Scope of Work:** Detailed description of the services you'll provide, including policy review, analysis, and recommendations.
 - **Objectives:** Clear goals and outcomes you aim to achieve.
 - **Methodology:** Explanation of how you will approach the review and analysis of the policies.
 - **Timeline:** Estimated schedule for completing the work, including milestones and deadlines.
 - **Deliverables:** Specific items or reports you will deliver upon project completion.
- iii. **Financial Proposal document:**
 - **Fee Structure:** Breakdown of how you charge and an estimated total cost.
 - **Payment Terms:** Schedule and conditions for payment
- iv. **Statutory documents**
 - Company Registration Certificate
 - Company PIN
 - Company TCC
 - CRI2

8. Deadline of submission

The proposals are to be submitted either physically to **KAM HOUSE, 5th floor, or in a soft copy to procurement@kam.co.ke by Friday 30th Oct, at 4.00 p.m.** with the title **PROPOSAL FOR PROVISION A CONSULTANT TO REVIEW AND DEVELOP COMPANY POLICIES.**

Please note that late submissions will not be opened.

**Physical address: KAM Procurement
Kenya Association of Manufacturers
KAM House - Mwanzi Road, Opposite Westgate Mall
P.O Box 30225 -00100
Nairobi**

“Please note only successful candidates will be contacted”