



## TERMS OF REFERENCE (TOR)

### **Human Resource Consultant for Supporting KEPRO Secretariat & Board**

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**Organization:** Kenya Extended Producer Responsibility Organization (KEPRO)

**Project:** HR Support for Secretariat to Execute Strategy within Budget

**Position Type:** Consultancy

**Timeframe:** One-Year term

**Application Deadline:** December 15th, 2024

#### **Consultancy Objective**

The primary objective is to support the KEPRO Board & Secretariat as a “Success Manager” through the following activities:

1. Conducting an annual evaluation of the organization's structure and staffing requirements.
2. Facilitating annual goals and target setting to ensure alignment with the Board-approved strategy.
3. Performing monthly performance evaluations and providing coaching for each Secretariat team member.
4. Holding quarterly meetings with the KEPRO Board and CEO to plan proactive actions that prevent any human resource gaps in capability, culture, and staffing to effectively execute strategy within budget.

The consultant will report directly to the KEPRO Board of Directors through the Chief Executive Officer (CEO).

#### **1.0 Introduction to KEPRO**

Kenya Extended Producer Responsibility Organization (KEPRO) was established as part of the Kenya Plastic Action Plan to bring together stakeholders in the packaging and manufacturing value chain through the implementation of Extended Producer Responsibility (EPR) schemes for different material fractions. As Kenya’s leading and largest PRO, KEPRO is committed to achieving its true north of transitioning Kenya into a Circular Economy by working within legislative frameworks that support Producer Responsibility Organizations (PRO) and EPR models. KEPRO helps its 890+ members achieve legislative compliance and added strategic value through learning, networking, and impact initiatives.



The current Board Structure consists of the Board Chair & Vice Chair, and four Board Committees, each with a Committee Chair & Vice Chair. Other Board members may serve on the various committees, EPR councils & task forces from time to time.

The current Secretariat Structure consists of the CEO, Team Leads (one to support each Board Committee), and several supporting Associates who can include interns, for a total of 10 people in the interim.

KEPRO operates under the principles of **Collaboration, Commitment, Circularity, and Community** to ensure a sustainable circular economy-driven future for Kenya's economy & natural environment while creating green jobs.

## **2.0 Purpose of the Consultancy**

KEPRO seeks to engage a Human Resource Consultant or Firm to provide comprehensive HR support to the Secretariat and Board. This support will include ensuring the Secretariat team is structured, resourced, and developed in a manner that aligns with the organization's strategic goals and budgetary constraints. The consultant will also ensure proactive planning and problem-solving to prevent any gaps in organizational capability or culture that could hinder strategy execution.

## **3.0 Scope of Work**

The consultant will be responsible for the following:

### **1. Annual Organizational Evaluation & Talent Gap Analysis:**

- Evaluate the current organization structure, roles, and staffing levels against the strategic goals of KEPRO.
- Identify capability gaps and provide recommendations for development or hiring plans to address these gaps.
- Assess and recommend changes to job descriptions, reporting lines, and organizational structure.

### **2. Annual Goal and Target Setting:**

- Collaborate with the KEPRO Board Chair, Committee Chairs, and CEO to facilitate goal and target setting for each Secretariat team member in alignment with the organization's strategy.
- Ensure goals are specific, measurable, achievable, relevant, and time-bound (SMART).



### **3. Monthly Performance Evaluation & Coaching:**

- Evaluate individual performance against set goals and provide structured feedback to each team member.
- Conduct coaching sessions to support skill development and alignment with organizational values and culture.
- Develop a monthly performance report to share with respective leadership based on reporting lines.

### **4. Quarterly Leadership Engagement:**

- Engage with the Board Chair, Committee Chairs, and CEO through quarterly in-person meetings to discuss the current state of the organization and potential areas of concern.
- Propose proactive actions to address any identified issues related to structure, capability, or staffing gaps.

### **5. Payroll Management Set-Up:**

- Engage with the CEO and the Finance & Admin Manager to help migrate KEPRO's payroll management system from a hosting arrangement to in-house functionality. This will include everything from setting up employee payroll accounts to meticulously processing payroll and maintaining regulatory compliance throughout the contract period.

## **4.0 Expected Outputs**

The consultant will be expected to deliver the following outputs:

### **1. Annual Organizational Evaluation Report**

- A detailed report identifying organizational and staffing gaps along with a development and/or hiring plan to address these gaps.

### **2. Monthly Performance Reports**

- Monthly performance evaluation reports for all Secretariat team members against assigned goals and targets.

### **3. Quarterly Leadership Reports**

- Summaries of quarterly meetings with the Board Chair, Committee Chairs, and CEO, including proposed proactive corrective actions.

### **4. Annual Goal and Target Setting Plan**

- An annual plan outlining the goals and targets set for each Secretariat team member in alignment with KEPRO's strategic objectives.



## **5.0 Timeframe**

The contract will be for a one-year term limit, with a three-month notice period to terminate the contract without penalties should the delivery and performance of the consultant not meet the expectations of the KEPRO Board.

## **6.0 Application and Qualifications of the Service Provider**

To be eligible to respond to this offer, the service provider must demonstrate extensive experience in HR consulting, organizational development, and performance management. The consultant should have a strong understanding of HR best practices, performance evaluation methods, and organizational planning.

### **6.1 Criteria for Evaluation**

The consultant must meet the following criteria:

#### **1. Educational Qualifications:**

- A relevant degree in Human Resources, Organizational Psychology, Business Management, or a related field.

#### **2. Professional Experience:**

- Proven track record in conducting organizational assessments, talent evaluations, and development plans.
- Experience in facilitating performance management, coaching, and leadership development.

#### **3. Methodological Approach:**

- Demonstrated ability to apply HR best practices and methodologies in a structured and effective manner.

### **6.2 Contents of Submission**

Your proposal shall be prepared in the English Language and should include:

1. Overview Component - Consultant Capability Profile & Client Track Record
2. Technical Component - Service Delivery Plan & Schedule to meet ToR Objectives
3. Financial Component - Pricing in KES for each Expected Output

## **7.0 Evaluation of Proposals**

A two-stage procedure will be utilized in evaluating the proposals, with an evaluation of the Overview and Technical Components being completed prior to any Financial Component. Scores will be awarded for the first stage, and only those firms that pass a score of over 70%



will be shortlisted for the second stage, where the Financial Component will be evaluated along with reference checks.

### **8.0 Payment Terms**

KEPRO's policy is to pay for contractual services based on the performance of the services rendered. Payment terms will be specified in the final agreement between KEPRO and the selected service provider.

### **How to Apply:**

- Interested and qualifying candidates/consulting firms should submit their proposals which should be in PDF and labeled as per the contents of submission as specified under the contents of submission only and addressed to the CEO, Kenya Extended Producer Responsibility Organization (KEPRO) to [management@kepro.co.ke](mailto:management@kepro.co.ke) indicating the words **“Human Resource Consultant for Supporting KEPRO Secretariat & Board”** as the email subject line.
- Application deadline is 15<sup>th</sup> December 2024.
- Due to the large volumes of submissions expected, please note that only the shortlisted shall be contacted.