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Telephone – 254-02-3201000-Telegrams 'ELECTRIC'- [www.kenyapower.co.ke](http://www.kenyapower.co.ke)  
Stima Plaza, Kolobot Road

Our Ref: KE-KPLC-471028-CS-QCBS /SM/aho

23<sup>rd</sup> June, 2025

To: ALL BIDDERS

Dear Sir/ Madam

**ADDENDUM NO.2 EXPRESSION OF INTEREST FOR PROCUREMENT OF CONSULTANCY SERVICES FOR PREPARATION OF SUCCESSION PLANNING, COMPETENCY ASSESSMENT, AND TALENT POOL AND CAPACITY DEVELOPMENT POLICY FRAMEWORK COVERING KPLC's SENIOR MANAGEMENT ISSUED ON 20<sup>th</sup> MAY 2025.**

The following addendum is issued as per the Expression of Interest for Procurement of Consultancy Services for preparation of a succession planning, competency assessment and talent pool and capacity development policy framework covering KPLC's senior Management.

**RELATIONSHIP WITH THE PRINCIPAL REQUEST FOR PROPOSAL DOCUMENT**

Save where expressly amended by the term of this addendum, the Principal Request For Proposal Document shall continue to be in full force and effect. The provision of this addendum shall be deemed to have been incorporated, be read and construed as part of the Principal Request for Proposal Document.

**REPLACEMENT OF TERMS OF REFERENCE**

The initial terms of reference given for the above services have been replaced with the attached TOR

**OPENING & CLOSING DATE**

The opening & closing date remains the same i.e. **1<sup>st</sup> July, 2025 at 10:00 AM**

Yours faithfully,

For: **KENYA POWER & LIGHTING COMPANY PLC.**

**HAROUN OTIENO**

**AG.GENERAL MANAGER SUPPLY CHAIN & LOGISTICS**





**THE KENYA POWER AND LIGHTING COMPANY PLC**

**CONSULTANCY SERVICES**

**TERMS OF REFERENCE**

|                                     |  |
|-------------------------------------|--|
| <b>Program Title</b>                | <b>KENYA GREEN AND RESILIENT EXPANSION OF ENERGY (GREEN) PROGRESS</b>  |
| <b>Title of Consultancy Service</b> | <b>PROCUREMENT OF CONSULTANCY SERVICE FOR PREPARATION OF A SUCCESSION PLANNING, COMPETENCY ASSESSMENT, AND TALENT POOL AND CAPACITY DEVELOPMENT POLICY FRAMEWORK COVERING KPLC'S SENIOR MANAGEMENT</b> |
| <b>Project ID</b>                   | <b>P176698</b>   |
| <b>Credit No.</b>                   | <b>IDA-73430</b>   |
| <b>Reference No.</b>                | <b>KE-KPLC-471028-CS-QCBS</b>  |

## **Table of Contents**

|   |          |
|---|----------|
| <b>1. Background .....</b>                                    | <b>3</b> |
| <b>2. Purpose/Objectives of the Consultancy Service .....</b> | <b>3</b> |
| <b>3. Scope of the Consultancy Services .....</b>             | <b>4</b> |
| <b>4. Resources to be provided by KPLC: .....</b>             | <b>6</b> |
| <b>5. Conduct of Work .....</b>                               | <b>6</b> |
| <b>6. Qualification and Experience .....</b>                  | <b>6</b> |
| <b>7. Deliverables and Timeline.....</b>                      | <b>8</b> |
| <b>8. Reporting and Supervision .....</b>                     | <b>9</b> |
| <b>9. Duration of Assignment.....</b>                         | <b>9</b> |
| <b>10. Payment Terms .....</b>                                | <b>9</b> |

## 1. Background

The Kenya Power and Lighting Company PLC (KPLC) is a majority state owned (50.1% Government and 49.9% private) Company that is publicly listed at the Nairobi Stock Exchange (NSE). It owns and operates electricity distribution and transmission system in the country and sells electricity to over 9 million customers. The Company's vision is to be Kenya's energy solutions provider of choice by providing quality and reliable service to power people for better lives and enable the country's socio-economic development in a sustainable manner. Its core mandate and business is distribution and retail of electricity purchased in bulk from licensed generators, i.e., plan for sufficient electricity generation and transmission capacity to meet demand, build and maintain the power distribution and transmission network and retail electricity to its customers.

The Government of Kenya (GOK) has signed a loan agreement with the World-Bank (WB) for the Kenya Green and Resilient Expansion of Energy (GREEN) Program. This Program is a pivotal Government initiative aimed at restoring financial sustainability to KPLC and the broader energy sector, while supporting the Government's goal of achieving universal access to clean energy by 2030.

In a bid to turn around and transform the performance of the Company; improve efficiency and enhance customer experience, KPLC is focused on transforming one of its most valuable asset; its people, by engaging a consultant to develop and deploy a competency framework, undertake leadership assessment against the competency framework, leadership capacity building i.e. development and deployment of level specific learning journeys and succession planning framework and leadership succession mapping as well as impact assessment that includes metrics for monitoring and evaluation.

## 2. Purpose/Objectives of the Consultancy Service

The main objective of the consultancy in developing a Competency Framework, undertaking Leadership Assessments, development of a Capacity Building Framework and development of Succession Planning Framework & Leadership Succession Mapping is to enable the organization have essential components of a strategic approach to attract, develop and retain top talent. This will lead to improved human capital management practices and cultivation of a pipeline of capable leaders, foster a continuous learning culture and improvement and ensure long-term success and sustainability in an ever-changing business landscape. Specifically, the consultancy aims to:

1. Develop a **Competency Framework** outlining required skills, knowledge, and attributes for the organization.
2. Conduct a **Leadership Assessment** to identify strengths, gaps, and areas for development.
3. Design a **Capacity Building Framework** to build knowledge, skills and capabilities, enabling them to effectively deliver on organizational goals.
4. Develop a **Succession Planning Framework** that identifies critical organizational roles and ensures a steady pipeline of capable leaders to maintain leadership continuity.
5. Implement a **Leadership Succession Mapping** process to align potential leaders with future organizational needs.

### **3. Scope of the Consultancy Services**

The consultant is to provide advisory support to the Board and management to focus on key initiatives aimed at fast-paced delivery of results to drive value creation levers.

Potential elements and their specific initiatives will include.

- i) Development/design of a Competency Framework
- ii) Leadership Assessment Report - Development and deployment of a 360-degree online tool for assessing competencies against the developed competency framework and conduct online assessments and provide online reports for individual assessments.
- iii) Development of a Leadership Development Roadmap/Learning Journeys.
- iv) Development of a Capacity Building Framework.
- v) Development of a Succession Planning Framework and tools/templates for succession planning and leadership succession mapping.

The assignment will entail the development of competency framework, leadership assessments, leadership development (capacity building) roadmap/learning journey, succession planning framework and leadership succession mapping as below.

#### **Task 1: Developing a Competency Framework**

The consulting firm is expected to at least.

- i. Identify key priorities aligned to KPLC's organization strategy
- ii. Conduct a situational analysis to assess current leadership capabilities and gaps.
- iii. Engage stakeholders (executive leadership, HR, line managers) to define required leadership competencies.
- iv. Define core and technical competencies and levelled behavioral indicators for all jobs
- v. Link the competencies to the Kenya Power Strategy and core values
- vi. Develop a Competency Framework for Kenya Power and elaborate on its design, methodologies used/applied, deployment model, roadmaps, work plans and applicable timelines
- vii. Provide a competency dictionary and tools for integrating the framework into HR processes (recruitment, performance management, training, and promotions).
- viii. Provide supporting tools and processes.

#### **Task 2: Leadership Assessment (Level 1 – 6)**

Carry out a leadership assessment aimed at systematically evaluating leadership competencies, identifying developmental needs, and facilitate targeted interventions to enhance leadership effectiveness and organizational performance.

- i) The consultant is expected to design, develop and deploy a 360-degree online tool for assessing competency levels against the developed competency framework and provide online reports for the individual assessments
- ii) Undertake in-depth leadership assessments, aligned to Kenya Power's leadership priorities to inform succession planning
- iii) Provide individual and organizational reports with insights and recommendations.

- iv) Develop action plans for leadership growth and targeted development interventions based on the identified gaps.

### **Task 3: Capacity Development Framework**

This is aimed at enhancing leadership skills and capabilities within Kenya Power, fostering continuous growth and development of leaders to drive organizational success and sustainability.

- i) Develop Capacity Development Framework for all levels in the organization, both current and future leveraging on the developed Competency Framework.
- ii) Map Competency Framework to Job Levels for current and promotional roles
- iii) Develop Capacity Development Programs for each level by creating structured learning pathways aligned with job levels and competency requirements.
- iv) Recommend suitable capacity building initiatives to strengthen staff competencies and enhance organizational performance.
- v) Incorporate Monitoring, Evaluation & Continuous Improvement.
- vi) Provide relevant tools and processes to support effective implementation and sustainability.

### **Task 4: Succession Planning Framework and Leadership Mapping**

The development of a succession-planning framework is essential for Kenya Power to ensure they have a supply of qualified leaders capable of driving success both now and in the future. It will enable the company to prepare for leadership transitions by building a leadership pipeline that will be prepared to step in to leadership roles. This will ensure continuity in leadership and minimize disruptions to operations. It will also provide KPLC with a structured way of handling succession planning.

- i. Conduct a needs assessment to identify talent gaps
- ii. Identify critical roles aligned with organizational objectives and leadership requirements
- iii. Develop a Succession Planning Framework, outlining steps, processes and responsibilities for succession planning including identification, assessment, development and monitoring of potential successors and include tools for succession planning that are aligned to best practice
- iv. Undertake a Leadership succession mapping – conduct an analysis of current talent pool to identify potential successors for key leadership roles
- v. Create individual development plans for potential successors including training, coaching, mentoring, stretch assignments, etc to prepare them for future leadership roles
- vi. Provide ongoing support and guidance to HR Professionals and Organizational Leaders in implementing the succession framework and mapping process to include training on how to use them effectively
- vii. Provide guidelines for leadership transitions and career progression.

### **Task 5: Training and Transfer of Knowledge**

KPLC considers this Consultancy services as an opportunity for knowledge transfer to a number of staff through formal courses combined with on-the-job training. During the Consultant's services contract, the Consultant shall organize the following training and transfer of knowledge sessions:

Knowledge transfer on Competence & Leadership assessment.

- i. Organize a 3-5 day classroom training course to familiarize at least 15 HR&A staff with the tools used in the competency development and assessments and leadership assessment. The cost of this training shall be borne entirely by the Consultant (conference/training rooms, coffee breaks, audio-visual support, printed support, software, fees for trainers, etc.). Per Diem, accommodation and transportation of KPLC staff will be covered by KPLC.
- ii. In addition to the delivery of the formal courses, during the consultancy period staff will continue with transfer-of-knowledge through hands-on experience. For the technical proposal (RFP), the Consultant shall describe the transfer of knowledge (training) program for both: (a) formal classroom courses and (b) follow-up on-the-job-training. The proposed program will be scored during technical evaluation in terms of: (i) the relevance of training program, (ii) training approach and methodology, and (iii) qualifications of the trainers.

#### **4. Resources to be provided by KPLC:**

- i. Provide access to relevant information, data and access to staff.
- ii. Provide a working space/room during the period of implementation but will NOT provide office consumables and transport.

#### **5. Conduct of Work**

The consultant will be expected to be fluent in English and be able to work closely with the Kenya Power staff. All documentation shall be in English.

#### **6. Qualification and Experience**

##### **6.1 Qualifications of the Consultancy Firm**

The consultant will be a firm with at least 10 years of experience and must have undertaken similar assignments, preferably within the public sector or utility in a developing country within the last 5 years.

##### **6.2 Qualifications of Key Personnel**

The assignment shall be managed by a team leader. The members of the team will have the skill and experience necessary to undertake the range of tasks set out in these terms of reference. Each individual on the team must be personally available to do the work as and when required. The Team Leader will be held accountable, in terms of the consultancy contract, for ensuring project deliverables and for the professional conduct and integrity of the team.

The Consulting firm shall select key personnel to meet the specific requirements of the assignment. The firm will consist of one (1) Team Leader, four (4) Qualified HR Practitioner, one (1) ICT Officer and one (1) Business Analyst. The team shall comprise of the following minimum mandatory requirements but not limited to:

##### **6.2.1. Team Leader – 1 No.**

Qualified HR Specialist with an analytical background, and knowledge of international best practices pertaining to development and deployment of a Competency Framework, Leadership Assessments, Leadership Development Roadmap and Succession Planning Framework. The team leader is

expected to bring an established and recognized track record of experience leading teams in undertaking exercises of similar nature. The team leader must have:

- Minimum of a master's degree in human resource management/ Organizational Development/ Business Administration/ Leadership Development/ Psychology, or a related field.
- At least 10+ years of experience in HR consulting, leadership development, competency framework design, or succession planning.
- Proven experience in leading similar projects involving leadership assessments and development frameworks.
- Strong knowledge of competency-based HR models and international best practices in leadership development.
- Excellent stakeholder engagement, project management, and communication skills.
- Experience working with both public and private sector organizations is an added advantage.
- Certification in Leadership Development, Talent Management or Organizational Development (e.g., CIPD, SHRM, ICF) is an added advantage.
- Member of a relevant professional body and in good standing.
- Fluency in English language.

**Key Skills:**

- Strong leadership and communication skills.
- Expertise in leadership assessment tools and methodologies.
- Ability to manage high-level stakeholders and facilitate executive-level discussions.

**6.2.2 Qualified HR Practitioner– 6 No.**

The qualified personnel should have,

- Minimum of a bachelor's degree in human resource management/ Organizational Psychology/ Business Administration or a related field.
- A master's degree in HR/ Organizational Development or Leadership Studies is an added advantage.
- At least 5-7 years of experience in HR strategy, competency framework development, training & development, and succession planning.
- Professional HR certification such as CHRP, SHRM, CIPD, or SPHR is preferred.

**Key Skills:**

- Strong understanding of HR best practices and talent management frameworks.
- Experience in developing and implementing HR policies and competency models.
- Analytical mindset with the ability to interpret leadership assessment data.

**6.2.3 ICT Officer – 1 No**

**Qualifications & Experience:**

- Bachelor's degree in information technology/ Computer Science/ Management Information Systems or a related field.

- At least 5+ years of experience in IT systems supporting HR functions, leadership assessments, and data analytics.
- Experience working with HR Information Systems (HRIS), Learning Management Systems (LMS), and leadership assessment tools.
- Familiarity with AI-driven HR solutions, data analytics and reporting dashboards is an added advantage.

**Key Skills:**

- Strong knowledge of IT systems used in HR and talent management.
- Data security and compliance awareness in handling sensitive HR information.
- Ability to integrate technology solutions for competency frameworks and leadership development.

**6.2.4. Business Analyst – 2 No**

**Qualifications & Experience:**

- Bachelor's or master's degree in Mathematics, Statistics, Economics, Data science or a related field.
- At least 5+ years of experience in HR analytics, workforce planning, leadership assessment, or competency-based analysis.
- Strong experience in quantitative and qualitative data analysis to support leadership development and succession planning.
- Proficiency in data visualization tools (e.g., Power BI, Tableau) and statistical analysis software (e.g., SPSS, R, Python) is preferred.

**Key Skills:**

- Strong analytical and problem-solving skills.
- Ability to interpret leadership competency data and provide strategic insights.
- Experience in survey design, assessment tools, and HR metrics.

**7. Deliverables and Timeline**

The Consultant is expected to submit milestones reports within a period of 24 weeks as follows.

| <b>Deliverable</b>                 | <b>Timeline (Weeks)</b> |
|------------------------------------|-------------------------|
| 1. Inception Report with Work Plan | Week 4                  |
| 2. Competency Framework            | Week 8                  |
| 3. Leadership Assessment Report    | Week 16                 |
| 4. Capacity Building Framework     | Week 18                 |
| 5. Succession Planning Framework   | Week 22                 |
| 6. Leadership Succession Mapping   | Week 22                 |

**Deliverable****Timeline (Weeks)**

7. Final Report and Presentation

Week 24

**8. Reporting and Supervision**

The consultancy firm will report to Manager , Performance Management, KPLC's Human Resource & Administration Division, with oversight from the World Bank program coordination unit.

**9. Duration of Assignment**

The assignment is expected to be completed within 24 weeks (6 months) from the contract signing date.

**10. Payment Terms**

Payments will be based on the successful completion of key milestones deliverable as follows:

| <b>Milestone</b>  | <b>Payment (%)</b> |
|---|--------------------|
| Inception Report  | 10%                |
| Competency Framework  | 20%                |
| Leadership Assessments & Report                               | 20%                |
| Capacity Building Framework                                   | 20%                |
| Succession Planning Framework & Leadership Succession Mapping | 20%                |
| Final Report & Presentation                                   | 10%                |

