



REQUEST FOR PROPOSALS
DESIGN AND DELIVERY OF PERFORMANCE
MANAGEMENT AND APPRAISAL TRAINING

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PART 1: INSTRUCTIONS AND CONDITIONS TO BIDDERS

1.1. INTRODUCTION

The Maasai Mara Wildlife Conservancies Association (MMWCA) is a membership organization of all the Mara conservancies, open to any existing or upcoming wildlife conservancy whose land is part of or integral to the greater Maasai Mara ecosystem. The MMWCA is one of the 12 regional associations forming the Kenya Wildlife Conservancies Association (KWCA) as envisaged in the Wildlife Conservation and Management Act 2013.

MMWCA's Mission is: 'conserving the greater Maasai Mara ecosystem for the prosperity of all: biodiversity and wildlife, the regional Maasai population, recreation and tourism for the nation of Kenya'.

The MMWCA has three key objectives:

1. Provide a space for open discussions, a hub for knowledge sharing and coordination across conservancies, a voice for advocacy, lobbying county and national government and driving policy in the interest of conservancies and conservation related issues.
2. Support the creation and development of conservancies and their neighboring areas across the greater Mara ecosystem, as a sustainable form of land-use and to provide mechanisms for equitable and value-based benefit sharing to sustain land under conservation.
3. Lead or/and implement development and conservation programs across member conservancies to facilitate coordination, collaboration and synergetic action.

1.2. SUMMARY

MMWCA invites your organisation to submit a financial and technical proposal for the design and deliver training on Performance Management and Appraisal. The detailed description of the requirement can be found in Part 2 of this Request for Proposal (RFP).

1.3. PROCUREMENT PROCESS

The following key dates apply to this procurement process:

- RFP issue date: 13th February 2024
- RFP closing date and time: 21st February 2024 17:00 EAT
- Estimated contract award date: 23rd February 2024

1.4. CONDITIONS

MMWCA is not bound in any way to enter into any contractual or other arrangement with any proposer as a result of issuing this RFP. MMWCA is under no obligation to accept the lowest financials proposal or any proposal. MMWCA reserves the right to terminate the procurement process at any time prior to contract award. By participating in this RFP, proposers accept the conditions set out in this RFP.

1.5. QUERIES AND QUESTIONS DURING THE RFP PERIOD

Proposers are to direct any questions regarding the RFP to the MMWCA contact Betty Mutio betty@maraconservancies.org. No other MMWCA personnel are to be contacted in relation to this RFP. Proposers must submit questions no later than 19th February 2023, 17:00 EAT.

As far as possible, MMWCA will share the responses to any questions, suitably anonymized, with all invited proposers. If you consider the content of your question confidential, you must state this at the time the question is posed.

1.6. AMENDMENTS TO RFP DOCUMENTS

MMWCA may amend the RFP document by issuing notices to that effect to all invited proposers and may extend the RFP closing date and time if deemed necessary.

1.7. PROPOSAL LODGEMENT METHODS AND REQUIREMENTS

Proposers must submit their proposal to MMWCA no later than 21st February 2024, 17:00 EAT by email to: procurement@maraconservancies.org. The subject heading of the email should be 'RFP for Design and Delivery of a Performance Management and Appraisal Training [organizational name].' Electronic copies are to be submitted in PDF, or MS Word, formats. Proposals must be in English.

1.8. LATE AND INCOMPLETE PROPOSALS

Any proposal received by MMWCA later than the stipulated RFP closing date and time, and any proposal that is incomplete, will not be considered. There will be no allowance made by MMWCA for any delays in transmission of the proposal from proposer to MMWCA.

1.9. WITHDRAWALS AND CHANGES TO THE PROPOSAL

Proposals may be withdrawn or changed at any time prior to the RFP closing date and time by written notice to the MMWCA contact. No changes or withdrawals will be accepted after the RFP closing date and time.

1.10. VALIDITY OF PROPOSALS

Proposals submitted in response to this RFP are to remain valid for a period of 90 calendar days from the RFP closing date.

1.11. EVALUATION OF PROPOSALS

The evaluation of proposals shall be carried out exclusively with regards to the evaluation criteria and their relative weights specified in Part 3 of this RFP.

1.12. CONFIDENTIALITY

Any data, documentation or other business information furnished by or disclosed to the contractor shall be deemed the property of MMWCA and must be returned to MMWCA upon request.

1.13. SUBMISSION REQUIREMENTS

All interested person(s)/firm should submit technical and price proposals by the deadline.

Deadline: 17:00 EAT, 23rd February 2024.

Proposals should be emailed to: procurement@maraconservancies.org and copy to contact@maraconservancies.org

PART 2: REQUIREMENTS

1. OBJECTIVES

MMWCA is seeking a trainer that will take our staff through a performance management and appraisal training in order to:

- a. Enhance staff attitudes towards performance evaluation
- b. Promote staff performance through clarity around performance expectations, goals, and behaviors;
- c. Promote a two-way system of communication between the supervisors and the employees for clarifying expectations about their roles and accountabilities, communicating the functional and organizational goals, providing regular and transparent feedback for improving employee performance and continuous coaching;
- d. Build the capacity of the relevant staff to manage the system on a sustainable basis

The training is set to take place over a duration of two days in early March 2024 for a number of approximately 30 staff.

2. SCOPE OF THE WORK

MMWCA is seeking a trainer that will:

- a. Articulate the benefits of using a performance development plan and the consequences of not having one in place.
- b. Distinguish the elements of an effective, integrated performance development system.
- c. Help staff to devise “SMART” annual performance objectives (e.g., objectives that are specific, measurable, attainable, relevant, and trackable).
- d. Decipher the roles of manager and staff in the performance development process.
- e. Support managers to develop a culture of respect and trust within the performance development process by effectively coaching and listening to their direct reports.
- f. Support staff to practice giving and receiving objective and constructive performance feedback with confidence and reduced anxiety.
- g. Help staff to identify best practices for handling challenging situations in performance management.

2.1. PAYMENT TERMS

A contract of agreement will be issued between MMWCA and the contractor prior to commencing any job.

2.2. ROLE OF MMWCA

MMWCA will:

- a. Provide transport and the venue for the training, accommodation, and food;
- b. Provide flip chart and projector;

- c. Provide administrative support, including assistance in making appointments, organizing and distributing documents, and other provisions necessary to facilitate the training.
- d. Assist the consultant in ensuring full participation in the training.

2.3. ROLE OF CONSULTANT

- a. Develop an inception report for the entire exercise
- b. Work closely with MMWCA's contact person on the training design and approaches, and post-training performance evaluations
- c. Prepare and submit course outline, course contents, training manuals and a training delivery schedule
- d. Incorporate feedback into training materials and reports which will be given from the team.
- e. Provide certificated and prepare a final report at the end of the contract period highlighting the activities undertaken, lessons learned and future recommendations

2.4. APPLICATION REQUIREMENTS

Based on these Terms of Reference, the consultant is expected to submit:

- a) A profile in the following format:
 - i. A detailed CV and profile of the consultant highlighting experience on similar solutions in the conservation field/NGO sector.
 - ii. KRA Certificates
 - iii. A business registration or Incorporation certificate (if applicable)
 - iv. Business Permit (if applicable)
 - v. References
- b) A technical proposal highlighting:
 - i. The consultant's experience with regards to provision of performance management training services to organisations in Kenya. The consultant must demonstrate experience in undertaking significant and similar assignments for an organization in the last 3 years preferably conservation institutions.
 - ii. The list of the proposed staff team by specialty, the tasks that would be assigned to each staff team member and their timing. Qualifications of team members evidenced by professional certifications and CVs.
 - iii. Proposed methodology work plan including timeframes and deliverables. This entails the detailed Project Schedule that covers the project plan, schedule and resource allocations
- c) A financial proposal (**in Kenya Shillings**) highlighting:
 - i. All costs associated with the assignment including Professional fees, disbursements cap limits and any other costs.
 - ii. If appropriate, these costs should be broken down by activity/milestone.
 - iii. The Financial Proposal should clearly identify as a separate amount if any, the local taxes, duties, fees, levies and other charges imposed under the law on the consultants,

the sub-consultants and their personnel if any.

3. DELIVERABLES

- a. Inception workshop and report with relevant stakeholders as identified by MMWCA outlining agreed upon work plan, approach and timelines.
- b. Pre-test assessment of all potential participants to identify strengths and weaknesses
- c. Delivery of training report including training modules. **Modules must involve role play, case studies, and group exercises.** The proposed modules are as below:

Module	Areas Covered
1. Introduction to Performance Management	<ul style="list-style-type: none"> ▪ Defining and explaining what performance management is. ▪ Key characteristics of a high performing team ▪ Stages of group development ▪ Role of team leader in achieving high performance
2. Powerful Communication	<ul style="list-style-type: none"> ▪ What is communication? ▪ Why is it so important for us to communicate effectively? ▪ What challenges do we face when we attempt to communicate? ▪ Who causes these challenges?
3. The principles of performance management	<ul style="list-style-type: none"> ▪ Core elements, principles and benefits of an effective performance management framework ▪ Performance management cycle and purpose of the annual performance review
4. Planning Performance	<ul style="list-style-type: none"> ▪ Setting key performance objectives for individuals and teams ▪ Cascading the business plan down through the organization ▪ Understanding the competencies associated with effective job performance ▪ How to set training and development goals
5. Managing Performance Gaps	<ul style="list-style-type: none"> ▪ Reviewing the performance documentation ▪ Determining what changes need to be made
6. Setting an Appraisal Environment	<ul style="list-style-type: none"> ▪ Preparing staff for appraisal ▪ Effective communication of the appraisal process ▪ Line managers input
7. Performance Feedback	<ul style="list-style-type: none"> ▪ Discussing strengths and weaknesses ▪ Discuss problems, needs, innovations, satisfactions and dissatisfactions since last review ▪ Listen and respond with goal of helping the subordinate and productivity

8. Rewards Management	<ul style="list-style-type: none">▪ Meaning of reward management▪ Performance management and reward management.▪ Types of rewards▪ Significance of rewards
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d. Post-assessment of all participants and provision of training certificates for all attendees.

PART 3: EVALUATION OF PROPOSALS

Evaluation of submitted proposals will use a merit-point scoring system and be selected based on technical expertise. The evaluation will be carried out exclusively based on the weights specified in the table below:

The primary and sub-criteria for the technical evaluation are:

Criteria	Points
<p>Company Profile:</p> <p>a. The full names of all participating consultants and their roles, including technical expertise - 1 Point</p> <p>b. Curriculum Vitae(s) of proposed consultants outlining relevant education, and Experience – 25 Points</p> <ul style="list-style-type: none"> ▪ <i>A technical background in Organizational Development, Human resource management, performance management or others as may be relevant (at a minimum of Master’s Degree level) – 10 Points</i> ▪ <i>Experience of working with conservancies, local communities and non-governmental organizations – 5 Points</i> <p style="margin-left: 40px;"><i>Within Maasai Mara – 5 Points</i> <i>Within Narok County – 3 Points</i> <i>Within Kenya – 1 Point</i></p> <ul style="list-style-type: none"> ▪ <i>Demonstrated experience and expertise in organizational capacity development, designing and developing performance management training manuals for similar task and in delivering agreed outputs on time and within budget – 10 Points</i> <p>c. Provide three (3) copies of reports/documents of similar work carried out in the last 3 years – 9 points</p> <p>d. Provide three reference letters of at least 3 clients (complete with address and telephone numbers) to which the consultant has provided similar services in the last 3 years – 9 Points</p> <p>e. Relevant statutory documents – 1 point</p>	45 Points
<p>Technical Proposal</p> <p>a. Understanding of TOR and task to be accomplished - 3 Points</p> <p>b. Proposed methodology -10 Points</p> <p>c. Work plan including timeframes and deliverables - 12 Points</p>	25 Points
<p>Financial Proposal <i>Detailed financial proposal in Kenya Shillings with itemized expenses.</i></p> <p><i>The lowest cost proposal will be awarded 30 points. Other cost proposals will be</i></p>	30 Points

<i>awarded proportionate points as per formula:</i> <i>Financial Weight = (Lowest Cost/Proposal's Cost) X 15</i>	
Total	100 points

The contract will be awarded to the proposal with the highest score.