



REQUEST FOR EXPRESSIONS OF INTEREST FOR REVIEW AND RE-DEVELOPMENT OF A BALANCE SCORE CARD

Background

The African Trade Insurance Agency (ATI) is a multilateral financial institution providing investment and trade and bond insurance covers to help reduce the business risks and costs of doing business in Africa.

ATI has recently completed the development of its five (5) year Corporate Strategic Plan and now wishes to review and re-develop its Balance Score Card as the tool for strategy execution and performance management.

ATI is therefore seeking for a qualified consultant to review and re-develop the Balance Score Card (BSC).

Objectives

The Board of Directors of ATI noted that there was need to come up with a robust corporate BSC driven by ATI's five years corporate strategy:

- to serve in communicating ATI's corporate vision and mission to ATI staff and stakeholders;
- to develop, train staff on a revamped BSC, assist line management in developing, documenting, reviewing and cascading of the BSC;
- to review and align current KPIs to the corporate BSC;
- to align ATI's operations to corporate objectives using the BSC Model;
- To enhance human resource competencies within ATI;
- Leverage on ICT to periodically report on performance and strategy execution through the provision of real-time and actionable information for decision making;
- Ensure the effectiveness of ATI's transformation agenda as well as other change management and strategic initiatives as part of the BSC;
- Engrain high performance culture in ATI by enhancing work ethics of staff using individual performance management, scoring and rating of staff to achieve a differentiated performance for entire organisation; and
- To mainstream the discipline of performance excellence through the adoption of an effective strategy execution framework through the BSC

Scope of services

In order to achieve this, ATI intends to engage a qualified consultant to offer consulting services. The scope of services for the assignment will include the following;

1. Design, develop and implement a corporate balance score card.
2. To review and align current KPIs to the corporate BSC
3. Align ATI's operations to corporate objectives using the BSC model
4. Train and coach ATI staff on the BSC methodology and performance management
5. Train management and staff on best practice in review of performance
6. Provide post-implementation services to ensure sustainability of the system

Deliverables

The deliverables will include the following (but not limited to);

- i. Development and use of BSC;
- ii. Realign current KPIs;
- iii. Training on the Balance Score Card;
- iv. Monitoring, evaluation and review of the current ATI strategy along with the BSC philosophy;
- v. Leadership and change management; and
- vi. Certification of ATI on BSC.

Eligibility

Interested consultants must provide information indicating that they have requisite experience and qualifications to perform the services. Additionally

- The consultant firm should have extensive and proven mix of skills and expertise in the field of performance management with bias in Balance Score Card and relevant professional registrations with related bodies where applicable;
- Experience in performance management systems;
- Previous experience of similar work is essential;
- Proof of firm's experience of having conducted similar assignments with reputable clients at least last five years and preferably in multilaterals, financial and insurance sectors including respective recommendation /reference letters; and
- The consultant should have a minimum of six years of professional experience in Performance management with bias in Balance Score Card consulting.

ATI will evaluate expressions of interest and up to six qualified firms will be invited to submit detailed technical and financial proposals.

Interested consultants may obtain further information from ATI's office on 5th Floor, Kenya Re Towers, Upperhill, P.O. Box 10620 – 00100, Nairobi, Kenya, email procurement@ati-aca.org , Tel: +254 20 272 6999/254719014000 from 8:00am to 5:00pm East African time on Monday to Friday.

Expressions of interest must be submitted by email to procurement@ati-aca.org or delivered to the address above by **Friday, 13th December 2019 at 17:00 hours** East African time and mention “**EXPRESSION OF INTEREST FOR REVIEW AND RE-DEVELOPMENT OF A BALANCE SCORE CARD**”.

John Lentaigne
A/Chief Executive Officer