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Nairobi, Kenya

Our Ref: KP1/9A.2/OT/049/CC/20-21/JM/mm

Monday, June 28, 2021

TO: ALL PROSPECTIVE BIDDERS

Dear Sirs/ Madams:

RE: ADDENDUM NO. 3 TO THE TENDER NO. KP1/9A.2/OT/049/CC/20-21 - PROVISION OF PUBLIC RELATIONS SERVICES.

Reference is made to the above tender; we have found it necessary to make amendment and clarifications to the Principal Tender Document (*hereinafter abbreviated as the PTD*) Provision of Public Relations Services dated May, 2021.

1. RELATIONSHIP WITH THE PRINCIPAL TENDER DOCUMENT

Save where expressly amended by the terms of this Addendum, the Principal Tender Document shall continue to be in full force and effect. The provisions of this Addendum shall be deemed to have been incorporated in and shall be read and construed as part of the Principal Tender Document.

2. AGENCY PITCH

Bidders are advised that the **Pitch** has been revised as follows:

**BRIEF ON EFFICIENCY COMPETENCE, EXCELLENCE AND CULTURE CHANGE CAMPAIGN
(30 points)**

a) Introduction

The Kenya Power & Lighting Company PLC (the Company) owns and operates most of the electricity transmission and distribution system in the country and sells electricity to over 8 million account holders; both individual and business customers. The Company's key mandate is to plan for sufficient electricity generation and transmission capacity to meet demand; building and maintaining the power distribution and transmission network, and retailing of electricity to its customers.

Mission

Powering people for better lives by innovatively securing business sustainability

Vision

Energy solutions provider of choice

Core Values

- Customer First
- One Team (Us versus I)
- Competence and Excellence
- Integrity
- Efficiency
- Accountability

b) Embedding the Right Culture

"It sort of should go without saying, and it's surprising that it still doesn't go without saying at some companies., if the person who works at your company is 100% proud of the job they're doing, if you give them the tools to do a good job, they're proud of the brand, if they were looked after, if they're treated well, then they're gonna be smiling, they're gonna be happy and therefore the customer will have a nice experience. So, my philosophy has always been, if you can put staff first, your customer second and shareholders third, effectively, in the end, the shareholders do well, the customers do better, and yourself are happy," Richard Branson.

In 2022, the Company will celebrate 100 years of powering Kenya's socio economic growth, making Kenya Power one of the country's pre-eminent corporate organisations. At the heart of this important service are thousands of dedicated employees, past and present, who at times go beyond the call of duty, overcoming great challenges, while working weekends and holidays, day and night, in all weather, to provide electricity to millions of retail and business customers across the length and breadth of this country. In many cases, uncelebrated.

As it prepares to mark this important milestone, the Company finds itself at an inflection point in its growth journey. A growing network, and customer base requires it to innovate in order to keep its service levels satisfactory, and affordable.

A liberalized regulatory environment, a more discerning customer and increasing options will require the Company to apply blue ocean thinking at the product and service levels so as to maintain its leadership in the energy sector, and ultimately, become a corporate leader, in the country and region.

Therefore, to safeguard its future and affirm its leadership position in the energy market in an increasingly competitive business environment, the Company wishes to embed the desirable cultural values, traits and organizational behavior within its workforce to drive efficiency, accountability, excellence and productivity.

A culture change initiative is currently being rolled out and communication will play a key role in disseminating the initiative's salient points, and driving ownership and advocacy of the programme in order to trigger the adoption of the right behavior, in a sustainable manner.

c) Expected Outcomes of the Campaign

The, Communications, Public Relations and Events Management firm is expected to help the Company develop a robust culture change campaign that will build a better work culture and enhance employee satisfaction and productivity.

The campaign should lend itself to the Company's highly differentiated workforce based on:

- Gender
- Age (from early 20s to late 50s)
- Academic levels (from certificate levels to those with PhDs)
- Expertise (wide variety of both technical and non-technical experts)
- Geographic location (national footprint)
- Diverse social backgrounds

The following are the expected outcomes from the Culture Change campaign:

1. Improved internal awareness levels on desired culture/core values
2. Increased employee engagement
3. Enhanced internal advocacy and brand ownership
4. Positive behaviour change
5. Enhanced employee productivity

d) Why have a dedicated campaign on culture change?

In recent years, the Company has been faced with several corporate crises touching on operational challenges to management issues touching on ethics and integrity which have led to negative consequences including poor morale and eroded confidence among employees.

The campaign is premised on an inside-out approach focusing on behavior change of employees who are the drivers of organizational growth.

e) Who are we talking to? What is the target audience?

Primary consumers – All Employees/ Internal Stakeholders

Secondary Consumers- Contractors and Business Partners

f) What effect should the campaign have on the consumer?

There are 2 levels:

- (i) Employees and Customers – Kenya Power is dynamic, modern, efficient, intolerant to fraud, customer centric and caring; the Company is competitive, forward looking and a going concern. Kenya Power is proudly Kenyan and futuristic.
- (ii) Other Stakeholders – Kenya Power is intolerant to fraud, competitive, forward looking and a going concern.

g) What is the single most persuasive benefit we can offer?

“Orchestrating real and sustainable change in the behavior of Company employees”

Where employees are self-motivated to accomplish and exceed expectations, are proud to be a part of Kenya Power, are intolerant to fraud and other vices, are responsive to customers, more satisfied and strong advocates of the corporate brand.

h) Requirements

Develop a vibrant and highly engaging optic channel, 360° Internal Communications campaign that will drive ownership and advocacy of the new culture.

The campaign should achieve the following:

- 90% awareness of the new culture among staff
- 80% engagement levels
- 80% advocacy levels

PITCH 2: BRIEF ON CRISIS COMMUNICATION STRATEGY DEVELOPMENT (30 points)

a) Introduction

The Kenya Power & Lighting Company PLC (the Company) owns and operates most of the electricity transmission and distribution system in the country and sells electricity to over 8 million account holders; both individual and business customers. The Company's key mandate is to plan for sufficient electricity generation and transmission capacity to meet demand; building and maintaining the power distribution and transmission network, and retailing of electricity to its customers.

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b) Strategic Crisis Communication Management

"It takes 20 years to build a reputation and five minutes to ruin it. If you think about that, you'll do things differently,"-Warren Buffet, American business magnate and investor.

Few occurrences in the life cycle of a business can have a greater on its reputation and ultimate sustainability than a poorly handled crisis, and therefore the role of corporate communications and the leadership, in ensuring that crises are quickly contained, and dealt with cannot be gainsaid. Most crises emanate from the operations side of the business; some are unintended/unforeseen, while some are the result of acts of omission or commission. So in addressing crises, it is imperative that potential causes of crises are proactively identified and steps put into place to mitigate, and address. Conversely, in a reactive situation, the root cause should also be established, and addressed during the post implementation review phase to use lessons learnt to forestall a recurrence.

As many leaders know, crises are best managed before they occur; during calm waters by deploying a robust stakeholder engagement strategy to win hearts and minds, or in a manner of speaking, to deposit into the stakeholder goodwill bank so that when the ship sails into choppy waters, the brand will have ambassadors that are ready to defend it.

At the height of a crisis, it is crucial that stakeholders are carefully mapped out, their issues identified and a response plan rolled out. A key stakeholder during crises is media-both legacy and digital; given its ability to amplify or deflate a crisis. For this second part of the pitch, respondents will demonstrate their ability to creatively, and comprehensively manage a crisis through forward looking ideas, whilst at the same time making reference to past successes as proof of concept.

c) Problem statement

A transformer blows up in an estate in Nairobi, setting fire to several houses, killing an unknown number of children and adults, and destroying property worth millions of shillings. Preliminary investigations indicate that the explosion is as a result of illegal connections conducted by staff members. What is more, the issue had been reported and no action had been taken. The crisis draws the ire of the public, and parliament calls for the resignation of the Company's top officials. At the same time, top government leaders demand quick action from the Company's leadership.

Local media give the story prominence -top story on electronic media and headline story in the newspapers. The story also gets international coverage and is also trending on social media under the hash tag #arrestkplcmurderers.

d) Requirements

Design a comprehensive and creative communications strategy that will address the needs of the various stakeholders involved, and neutralize the negative coverage. In a best case scenario, the strategy should look at ways in which the management of this crisis can be quoted by thought leaders as 'how to manage a crisis'.

Clearly outline all the stakeholders involved and their various needs; be clear on the actions that will be taken with each of them, and outline the key messages for each group. Have a clear set of objectives and outcomes.

e) Outcomes

1. 60% neutral coverage in legacy media
2. 50% neutral coverage in social media
3. 70% staff engagement
4. 60% corporate reputation index

PITCH MARKING SCHEME

	Attribute	Score for the internal campaign pitch	Score for the crisis communications' pitch
1.	Strategic approach –Agencies will be expected to provide a comprehensive, effective and innovative strategy with capacity to cut through the noise. Agencies must show a clear understanding of the problem statement, identify various stakeholders and outline clear action points and messages, have clear objectives, and have measurable outputs and outcomes. Using past case studies as reference, agencies must demonstrate the ability to deliver the proposed ideas and further demonstrate ability to deliver the	12	12
2.	Creativity -Agencies must be able to demonstrate out of the box thinking in their approach to the problem statements right from the concept creation stage to the stakeholder approach to the strategy delivery. In a fast paced, and highly cluttered world, their campaigns must cut through the noise and show potential for high recall. Through past case studies, demonstrate ability to	9	9
3.	Opti-channel approach – the way the whole campaign integrates internal communication, digital and social media, and stakeholder engagement strategies will determine its success. The PR agency will be expected to describe how this will be	6	6
4.	Account management and metrics – The Agency in this case will describe their special approach to account management and how the agency will integrate metrics, research findings and media	3	3
	Total	30	30

3. CHANGE OF CLOSING DATE

The tender closing date has been changed from **29th June 2021 to 6th July 2021 at 10.00 am.**

All other terms and conditions remain as per the Principal Tender Document (PTD).

Yours faithfully,

FOR: THE KENYA POWER & LIGHTING COMPANY LIMITED

DR. JOHN NGENO

GENERAL MANAGER SUPPLY CHAIN & LOGISTICS