

**30<sup>th</sup> August 2019**

**To ALL Bidders,**

**TENDER FOR PROVISION OF TRAINING SERVICES ON A FRAMEWORK AGREEMENT BASIS DURING THE FINANCIAL YEARS 2019/2020-2020/2021 - CA/PROC/RFP/02/2019-2020.**

---

We have received request for clarification in reference to the above mentioned tender. Below are the responses to the questions raised.

**Q1.** *We would like to respond to the request for proposal as per the above reference. To enable us propose the most suitable solutions and programs, please could you assist us with the following information:*

<b>Category</b>	<b>Topics</b>	<b>Targeted level of leaders e.g. Directors? Managers? Supervisors? Individual contributors? Etc.</b>	<b>Current Gaps/ Areas to be developed</b>	<b>Desired Results- what do you want them to do differently?</b>
-----------------	---------------	-----------------------------------------------------------------------------------------------------------------------	--------------------------------------------	------------------------------------------------------------------

***CA Response***

- a) The targeted group will keep on varying depending on the needs. For example a programme such as leadership can be run for different categories- For the Board, for the Union Shop stewards, for Managers etc., and training will be customized accordingly.
- b) The answer to the above query is just an example/ guide as the target groups will keep changing depending on the needs and the content of the programme customized accordingly as at the time of training.
- c) The targeted levels, current gaps/areas to be developed and desired results are as detailed below:

Category	Topics	Target Level of Leaders	Current Gaps	Desired results
Management & Leadership Development	Management & supervisory skills	Supervisors	How to manage their teams and supervise effectively; Providing timely and accurate feedback;	Take responsibility for their teams. Handle and resolve conflict; Effective delegation
	Leadership development	Asst. Managers, Managers, Asst. Directors and Directors	Enhance emotional and social intelligence; strategic visioning-seeing the big picture;	Timely decision making; Effective delegation
Organizational Effectiveness	Change management	All staff -from Directors all the way to Officers, Drivers etc	Need for a culture change – toward a high performance culture; Need to understand and accommodate one another – diverse age groups from baby boomers to millennials	Positive approach in how staff behave, speak. Belief in the CA Brand
	Team building	All staff – from Directors all the way to Officers, Drivers etc.	Silo mentality; need to create synergy within and across departments;	Cohesive teams
	Communications & report writing	Officer cadre – includes – Engineers, Lawyers, Economists, Accountants	Presentation skills; how to write succinctly; Essentials of a good report;	Be able to make presentations; Rapporteur effectively;

Category	Topics	Target Level of Leaders	Current Gaps	Desired results
	Customer care & service delivery	Front office staff, first point of contact service staff e.g. Cashiers, Licensing officers, procurement officers	Ownership of carrying out work and taking responsibility. Understanding that Customer is King.	Improved service; delivery positive attitude in serving Customers;
	Coaching & mentoring	Assistant Managers, Managers, Assistant Directors and Directors	Structured mode of coaching and mentoring; knowledge sharing; practical best tips on how to mentor	Deliberate mentoring and guidance of the staff. Part of succession planning.

All other conditions remain the same.

Yours faithfully,  
**COMMUNICATIONS AUTHORITY OF KENYA**

**Ms. Janet Imunya**  
**FOR: DIRECTOR-GENERAL**