



THE NAIROBI HOSPITAL

REQUEST FOR PROPOSAL

FOR

**PROVISION OF CONSULTANCY SERVICES FOR JOB
EVALUATION (RETENDER).**

**REFERENCE NO: TNH/RFP/010/002/23/HUMAN
RESOURCE**

CLOSING DATE: THURSDAY 1ST AUGUST 2024

CLOSING TIME: 12.00 P.M.

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SECTION 1: INVITATION TO BIDDER

The Nairobi Hospital invites proposals from firms with a proven track record in the **Provision of Consultancy Services for Job Evaluation (Retender)** as per the Terms of Reference.

A complete set of RFP document can be downloaded from The Nairobi Hospital website; <https://thenairobihosp.org/> by interested bidders; upon payment of a non-refundable fee of **Ksh.3,000.00**, the payment should be made through **LIPA NA MPESA Paybill Number: 998151 A/C No: Company Name** at the **hospital cashiers desk from 8:30A.M - 4:30 pm Monday to Friday**.

Candidates will then attach the original receipt to the RFP documents as proof of purchase.

The financial proposal should be net inclusive of all taxes and must be expressed in Kenya shillings and shall remain valid for 120 days from the closing date of the RFP, well indicated and tabulated where applicable.

You are required to complete the forms provided, attach required and relevant documentation for your proposal, and submit them in **2 envelopes** (1-Technical; 1-Financial) marked as below;

TECHNICAL PROPOSAL - PROVISION OF CONSULTANCY SERVICES FOR JOB EVALUATION (RETENDER). TNH/RFP/010/002/23/HUMAN RESOURCE

FINANCIAL PROPOSAL - PROVISION OF CONSULTANCY SERVICES FOR JOB EVALUATION (RETENDER). TNH/RFP/010/002/23/HUMAN RESOURCE

Completed RFP documents (technical and financial proposals), are to be enclosed in a plain envelope marked with the RFP reference number and RFP name and addressed to:

The Chief Executive Officer
The Nairobi Hospital
P.O BOX 30026 - 00100,
Nairobi, Kenya.

And be deposited in the tender box at Procurement Office Corporate Services Centre 2nd Floor, to be received on or before Thursday 1st August 2024 at 12:00 p.m.

Late RFPs will be rejected.

Request for Clarifications and Enquiries

All clarifications required and inquiries regarding this bid shall be promptly sent via email to; tenders@nbihosp.org with the subject - **PROVISION OF CONSULTANCY SERVICES FOR JOB EVALUATION (RETENDER). TNH/RFP/010/002/23/HUMAN RESOURCE**

The request for clarification or additional **must be received by TNH 7 days before the closing date**. TNH will advise all Bidders of its response to such requests where appropriate and applicable through the bidder's emails.

SECTION 2: INSTRUCTIONS TO BIDDERS

2.1 Eligible Bidders

2.1.1 This Request for proposal is open to all eligible bidders.

2.1.2 Bidders shall not be under a declaration of ineligibility for corrupt or fraudulent practices.

2.2 Cost of bidding.

2.2.1 The bidders shall bear all costs associated with the preparation and submission of their bid. Nairobi Hospital or its agents will under no circumstance be responsible or liable for those costs, regardless of the conduct or outcome of the bidding process.

2.3 Specific Instructions

2.3.1 The final bound RFP document must be serially paginated (**All pages in the document from the top page (immediately after the top cover) to the last page (one before the back cover), including table of content, separators, brochures, receipt, and any other attachments) in a continuous ascending order from the first page to the last in this format; 1,2,3.....n where n is the last page.**

2.3.2 The document should be arranged with separators and **Tape bound. SPIRAL BOUND WILL NOT BE ACCEPTED.**

2.3.3 The document shall be written in English.

2.3.4 The tenderer proposal shall be typed or written in indelible ink.

2.4 Amendment of documents

2.4.1 At any time before the deadline for submission of RFPs, Nairobi Hospital, for any reason, whether at its initiative or in response to a clarification requested by a prospective bidder, may modify the RFP documents by amendments.

2.4.2 All interested candidates will be notified of this amendment in the RFP document through an addendum which will be posted on the website.

2.4.3 To allow prospective bidders reasonable time to take the amendment into account in preparing their RFPs, at its discretion, Nairobi Hospital may extend the deadline for the submission of RFPs.

2.5 RFP Prices and Currencies

2.5.1 The bidder shall indicate the unit prices inclusive of all taxes and the total price of the items proposed to be purchased under the Contract on the appropriate Price Schedule.

2.5.2 Prices quoted by the bidder shall be fixed during the RFP validity period and not subjected to a variation on any account. An RFP submitted with an adjustable price quotation will be treated as non-responsive and rejected.

2.5.3 The price quoted shall be in Kenya Shillings.

2.6 Validity of RFP

2.6.1 RFPs shall remain valid for 120 days after the RFP opening prescribed by The Nairobi Hospital, pursuant to paragraph 2.10. Nairobi Hospital shall reject RFP valid for a shorter period as non-responsive.

2.6.2 In exceptional circumstances, Nairobi Hospital may solicit the bidder's consent to an extension of the validity period. The request and the responses to it shall be made in

writing. The bidder may refuse the request. A bidder granting the request will not be required nor permitted to modify its RFP.

2.7 Sealing and Marking of RFPs

2.7.1 The bidder shall seal the RFP and mark it with the number and name of the RFP and **"DO NOT OPEN BEFORE Thursday, 1st August 2024 on or before 12:00 p.m."**

2.8 Deadline for Submission of RFPs

2.8.1 RFPs must be received by Nairobi Hospital at the address specified by **noon on Thursday, 1st August 2024.**

2.9 Modification of RFPs

2.9.1 The bidder may modify or withdraw their RFP after the RFP's submission, provided that written notice of the modification, including the substitution of withdrawal of the RFPs, is received by Nairobi Hospital before the deadline for submission of RFPs.

2.9.2 The bidder modification or withdrawal notice shall be prepared, sealed, marked, and dispatched per the provisions of paragraph 2.10:1. A withdrawal notice may be sent by email but followed by a signed confirmation copy, postmarked no later than the deadline for submission of RFP

2.10 Withdrawals of RFP

2.10.1 No bid may be withdrawn in the interval between the deadline for submission of RFPs and the expiration of the period of RFP validity as specified per the provision of paragraph 2.6.1

2.10.2 A bidder who withdraws its RFP after the deadline of submission will forfeit its bid security deposit.

2.11 Opening of RFPs

2.11:1 Nairobi Hospital will open all RFPs at **Thursday, 1st August 2024 on or before 12:00 p.m.**

2.12 Clarification of RFPs

2.12.1 To assist in the examination, evaluation, and comparison of RFPs, The Nairobi Hospital, at its discretion, may ask the bidder to clarify its RFP. The request for clarification and the response shall be in writing, and no change in the prices or Substance of the RFP shall be sought, offered, or permitted.

2.12.2 Any effort by the bidder to influence Nairobi Hospital in the RFP evaluation, comparison, or contract award decisions may result in the rejection of the bidders' RFP.

2.13 Evaluation and Comparison of RFPs

2.13:1 The Nairobi Hospital will examine the RFPs to determine whether they are complete, whether any computational errors have been made, whether required securities have been furnished, whether the documents have been appropriately paginated, and whether the RFPs are generally in order.

2.13:2 Nairobi Hospital will evaluate and compare the RFPs, which have been determined to be substantially responsive.

2.13.4 The comparison shall comply with the TOR, lead time, and price, including all costs, duties, and taxes payable on all the materials used to provide the services.

2.13.5 The evaluation committee shall evaluate the RFP within 30 days from the date of opening the RFP.

2.13.6 To qualify for contract awards, the bidder shall have the following: -

- a) Necessary qualifications, capability experience, services, equipment, and facilities to provide what is being procured.
- b) Legal capacity to enter into a contract for the procurement.
- c) Shall not be insolvent, in receivership, bankrupt, or in the process of being wound up and is not the subject of legal proceedings relating to the preceding.
- d) Shall not be debarred from participating in public procurement.

2.14 Contacting The Nairobi Hospital

2.14.1 No bidder shall contact Nairobi Hospital on any matter relating to its RFP from the time of the RFP opening to the time the Contract is awarded.

2.14.2 Any effort by a bidder to influence Nairobi Hospital in its decisions on evaluation, evaluation committee, or contract award will result in the rejection of the bidder's RFP.

2.15 Award of Contract

a) Post qualification

2.15.1 In the absence of pre-qualification, The Nairobi Hospital will determine to its satisfaction whether the bidder that is selected as having submitted the lowest evaluated responsive RFP is qualified to perform the Contract satisfactorily.

2.15.2 The determination will consider the bidder's financial and technical capabilities. It will be based upon examining the documentary evidence of the bidders' qualifications submitted by the bidder and other information as The Nairobi Hospital deems necessary and appropriate.

b) Award Criteria

2.15.3 The Nairobi Hospital will award the Contract to the successful bidder whose RFP has been determined to be substantially responsive and has been determined to be the

lowest evaluated RFP, provided further that the bidder is determined to be qualified to perform the Contract satisfactorily.

2.15.4 The Nairobi Hospital reserves the right to accept or reject any RFP and to annul the bidding process and reject all RFPs at any time before contract award without thereby incurring any liability to the affected bidder or bidders or any obligation to inform the affected bidder or bidders of the grounds for The Nairobi Hospital's action. If the procuring entity determines that none of the bidders is responsive, the procuring entity shall notify each bidder who submitted an RFP, and tender securities shall be promptly returned.

2.15.5 Bidder who gives false information in the RFP document about their qualification or who refuses to enter into a contract after notification of contract award shall be considered for debarment from participating in future procurement with the Hospital.

2.16. Notification of award

2.16.1 Before the expiration of the period of RFP validity, the Procuring entity will notify the successful bidder in writing that its RFP has been accepted.

2.16.2 The award notification will signify the Contract's formation subject to the signing of the Contract between the bidder and The Nairobi Hospital. Simultaneously the other bidders shall be notified that their RFPs have yet to be successful.

2.16.3 Upon the successful bidder's furnishing of the performance security, The Nairobi Hospital will promptly notify each unsuccessful bidder.

2.17. Signing of Contract

2.17.1 As Nairobi Hospital notifies the successful bidder that its RFP has been accepted, Nairobi Hospital will inform the other bidders that their RFPs have yet to be successful.

2.17.2 Within fourteen (14) days of receipt of the Contract Form, the successful bidder shall sign and date the Contract and return it to The Nairobi Hospital.

2.17.3 The parties to the Contract shall have it signed within 30 days from the date of notification of award unless there is an administrative review request.

2.18. Performance Security

2.18.1 Within twenty-one (21) days of receiving award from The Nairobi Hospital, the successful bidder shall furnish the hospital with a performance security in form of a bank guarantee (TIER 1) which shall not exceed 10% of the contract amount.

2.18.2 Failure of the successful bidder to comply shall constitute sufficient grounds for the annulment of the award and forfeiture of the RFP security, in which event The Nairobi Hospital may make the award to the next lowest evaluated or call for new RFPs.

2.19. Corrupt or Fraudulent Practices

2.19.1 The Nairobi Hospital requires that bidders observe the highest standard of ethics during the procurement process and execution of contracts.

2.19.2 The Nairobi Hospital will reject a proposal for award if it determines that the bidder recommended for award has engaged in corrupt or fraudulent practices in competing for the Contract in question;

2.19.3 A bidder who indulges in corrupt or fraudulent practices risks being debarred from participating in The Nairobi Hospital procurement.

SECTION 3: TERMS OF REFERENCE

3.1 Background

The Nairobi Hospital is a leading healthcare institution in the region and is located in Nairobi. The Hospital is expanding significantly and our commitment is to give professional high quality healthcare services to our clients and customers. As an enabler to the above, the Hospital invites Expression of interests to carry out a job evaluation.

3.2 Objective

To conduct a comprehensive job evaluation, Career and salary progression guidelines and workload analysis for the staff of The Nairobi Hospital resulting in a refreshed organizational structure, refreshed and clear job descriptions, clearly defined job grades – grading structure, refreshed salary scales and reviewed optimum staffing levels.

3.3 Delivery of the objectives:

The Consultant will be working closely with the Director Human resources to ensure that all objectives of the Consultancy are achieved, and deliverables attained.

3.4 Scope of Work

a. Job Evaluation

- i. Conduct a thorough analysis of all current job roles and responsibilities.
- ii. Assess the value of each job in relation to its contribution to the institution's goals and objectives.
- iii. Provide Benchmarking data of at least five major relevant comparators in the industry. Comparators for support services can be expanded as appropriate for ease of comparison as they cut across institutions / organizations and across industries.
- iv. Identify any overlaps, redundancies, or gaps in the current job roles.

b. Organizational Structure Refresh

- i. Propose an updated organogram that reflects an efficient and effective organizational structure.
- ii. Ensure the new structure supports the Hospital strategy, cutting-edge deliverables and a robust workforce.

c. Job Grading and Salary Progression

- i. Develop a job grading system that categorizes positions based on complexity, responsibility, and impact.
- ii. Create clear salary progression guidelines linked to job grades, experience, and academic qualifications.
- iii. Define placement criteria for entry-level positions and upward movement within the job grades.
- iv. Develop a Salary Scales Structure for all grades with notches to guide progression
- v. Recommend Job grade bands for upward mobility
- vi. Refresh / Review the Job Descriptions to current status and in line with Market requirements

d. Workload Analysis

- i. Determine volumes of work
- ii. Optimum staffing levels establishment

d. Stakeholder Engagement

- i. Engage with key stakeholders, including management and staff, to gather insights and feedback.
- ii. Conduct workshops and meetings to ensure buy-in and alignment with the proposed changes.
- iii. Capacity building of the HR team and empowering the team in the process of Job Analysis, Job Evaluation and Workload analysis and developing Career & Salary progression guidelines.

e. Implementation Plan

- i. Provide a detailed implementation plan for the new job grading system and organizational structure.
- ii. Offer guidance on communicating the changes to all staff members.
- iii. Provide progress reports in the major phases of the implementation process / stages as shall have been presented in the workplan and agreed with The Nairobi Hospital.

3.5 Deliverables

1. A comprehensive report detailing the job evaluation findings and recommendations.
2. A proposed updated / refreshed organogram.
3. Refreshed Job Descriptions
4. A job grading system, career and salary progression guidelines.
5. Proposed refreshed Salary scales based on market surveys
6. Staff optimum levels / staff establishment numbers
7. Recommendations of workload analysis to ensure fair distribution of work volumes and avoid duplications and underutilization of work force.
8. An implementation plan with timelines and communication strategies.
9. Regular progress reports and a final presentation to the executive team.
10. Develop a framework to support our expansion plan.
11. Provide a basis for external benchmarking within industry.
12. Determine the hierarchy and place the worth of each job of the Hospital.
13. Ensure fair and equitable wage-structure on the basis of relative worth or value of jobs.
14. Determine upon a standard for performance appraisal for determining relative worth of each job.

15. Provide information for work organization, employee's selection, placement training, career development, etc.
16. Provide a framework for periodic review of salaries.
17. Ensure the competitiveness of the organization in the labour market.
18. Justify the proposed pay structure to employees.
19. Identify a ladder of progression for employees by providing benchmark for career planning.
20. Empowering Capacity building workshops for HR team & other workshops for stakeholder engagement

3.6 Timeframe and Reporting

- Detailed schedule for project implementation.
- Bi-weekly progress reports.
- Draft and final versions of all deliverables.
- Regular briefings to Hospital management.

3.7 Responsibilities of The Nairobi Hospital

- Provision of necessary documents and data.
- Arranging meetings with relevant personnel.
- Ensuring cooperation from all departments.

3.8 Duration of the Assignment

The assignment is estimated to last approximately **three months**, subject to an agreed schedule.

SECTION 4: EVALUATION CRITERIA

4.1 Preliminary Evaluation

A preliminary evaluation shall determine whether the bidder meets the requirements and has submitted all mandatory documents. Where a bidder fails to submit any of the listed documents/requirements, the bidder shall be automatically disqualified and shall not proceed to the technical evaluation stage.

TNH reserves the right to seek clarification from the bidder regarding the submission/non-submission of the documents listed below:

No	MANDATORY REQUIREMENT	RESPONSE YES/NO
1.	Proof of 10 years existence attach Copy of Certificate of Incorporation/Certificate of Registration.	
2.	Copy of valid KRA Tax Compliance certificate.	
3.	Must submit current CR12 from the Registrar of Companies (generated within the last 12 months) or copies of identification cards for Sole Proprietors/Partnerships. <i>(Must Specify the shareholding)</i>	
4.	Must provide a copy of valid business Trading License relevant to this tender.	
5.	Must attach original receipt as proof of purchase of tender documents.	
6.	The consultants Must submit current and valid certification from IHRM	
7.	Letters of availability for the assignment duly signed by the proposed key staff.	
8.	The company profile with a brief history about the company/ organization including senior management structure, affiliations and similar services provided, contact details and physical address.	
9.	Must submit copies of 3 most recent audited financial reports (not older than 2020 certified by audit firm registered by the Institute of Certified Public Accountants (ICPAK). (Attach audit firm registration certificate from ICPAK) (Where there is a provision for more than one Directors, two of them must sign.)	
10.	ENSURE that all pages are sequentially paginated in the format 1, 2, 3 Starting with 1 on top page <i>(see details of pagination and binding on section 3.3.1 and 3.3.2 instruction to bidders).</i>	

Note: All the above documents numbered 1 to 10 should be packaged and arranged in that order under the preliminary evaluation criteria section of the RFP document.

4.2 Technical Criteria:

Technical evaluation criteria will carry a maximum of 70% of the overall total evaluation score.

No.	Criteria	Maximum Score
1	<p>Experience of the entity relevant to Job Evaluation</p> <ul style="list-style-type: none"> Attach 5 copies of contracts/award letters/LPO's for development and implementation of job evaluation for well established and known private and public institutions (5 points) Attach letters of reference/recommendation from atleast 5 public/private sector institutions where the firm has conducted job evaluation, and work load analysis consultancy services (10 points) Evidence of engagement in development and implementation of job evaluation in at least one healthcare service institution (5 points) 	20
2	<p>Qualifications and Experience of Consultants</p> <p>Lead Leader / Lead Consultant/Managing Partner</p> <ul style="list-style-type: none"> Masters in HR / MBA or related field (4 marks) Degree in HR or related field (2 marks) <p>Professional Diploma Qualification in HR or related field, a member of Institute of Human Resources Management and a holder of a valid practicing license (2 marks)</p>	8
3	Two Assistant Consultants - Degree in HR or related field and Professional Diploma Qualification in HR or related field, a member of Institute of Human Resources Management and a holder of a valid practicing license (each 2 marks)	4
4	<p>Professional Experience in conducting job evaluation, Organization structures reviews and workload analysis:</p> <p>Team Leader</p> <ul style="list-style-type: none"> 20 years and above experience (20 marks) Between 15-19 years' experience (15 marks) Between 10 -14 years' experience (10 marks) Below 10 years' experience (4 marks) 	20
5	Two Assistant Consultants 5 years and above in conducting job evaluation or similar services (each 4 marks)	8
6	<p>Adequacy of proposed Methodology, Workplan and Approach in responding to the Terms of reference</p> <p>Provide detailed methodology for the assignments:</p> <ul style="list-style-type: none"> Provide detailed methodology for job evaluation assignment (5 points) Provide detailed workplan with activity schedule covering scope of the assignment including deliverables and a schedule for covering the assignment (4 points) Post assignment implementation Strategies and support for sustenance of the job evaluation (3 marks) Knowledge transfer (2 marks) Team organization structure (3 points) Team roles and responsibilities (3 points) 	20
	<i>NOTE: All CVs must be signed by the person signing the Bid Document and Academic Certificates must be certified by an Advocate of the High Court of Kenya. Unsigned CVs and Uncertified Certificates will not be considered for award of marks).</i>	
	TOTAL SCORE	80 marks

NB: Only bidders who will attain a threshold score of 70% (56/80) and above in the technical evaluation will be considered technically responsive and subjected to presentation and subsequently financial evaluation. They SHALL be required to make a presentation of this part to demonstrate their knowledge and expertise of the subject

matter, how they comprehend the consultancy assignment, their experience, and how they intend to deliver within set timelines. Bidders will only progress to the Financial Evaluation upone passing the PRESENTATION PHASE-NO.6 (proposed Methodology, Workplan and Approach in responding to the Terms of reference)

4.3 Financial Evaluation Criteria

Bidders scoring less than 70% in the technical evaluation stage and whose technical proposal fails to meet any of the mandatory criteria will not be recommended to proceed to the financial evaluation stage.

The financial proposal shall carry 30% of the marks, and the score shall be based on the R.F.P. prices.

The formulae for determining the Financial Score (Sf) shall be as follows:

$$\mathbf{SF = 30 X (FM/F) \text{ Where}}$$

SF: is the Financial Score,

FM: is the lowest-priced financial proposal and

F: is the proposal under consideration.

Combined technical and financial scores:

The following formula shall be used:

$$\mathbf{T.S (70\%) + F.S (30\%) = T.T.S (100\%)}$$

T.S. = Technical Score (as evaluated above)

F.S. = Financial Score (as evaluated above)

T.T.S. = Total Score

$$\text{Total Score (TTS) = Technical Score (TS) + Financial Score (FS)}$$

Award criteria

The firm that has achieved the highest score out of 100 marks (70-technical; 30-financial) will be considered for negotiation and subsequent award of the R.F.P.

SECTION 5: STANDARD FORMS

CONFIDENTIAL BUSINESS QUESTIONNAIRE

You are requested to give the particulars indicated in part 1 and either part 2(a), 2(b) or 2(c) whichever applies to your type of business.

PART 1- GENERAL

Business Name

Location of Business premises.....

Country/Town.....

Postal Address.....

Code Town.....

Tel No.....

E-mail.....

Nature of Business

Part 2 (a) - INDIVIDUALS

Your Name in full

Nationality..... Country of Origin.....

Citizenship details

PART 2 (b) - PARTNERSHIP

Name	Nationality	Citizenship Details	Shares
1.....			
2.....			
3.....			

PART 2 (c) - REGISTERED COMPANY

Private or Public.....

State the nominal and issue capital of the company.....

Nominal Kshs

Issued Kshs

Give details of all directors as follows:

Name	Nationality	Citizenship Details	Shares
1.			
2.			
3.			
4.			

PRICE SCHEDULE OF CONSULTANCY.

Instructions:

Tenderers should carefully read and understand Section 3 (Terms of Reference) and include all costs incurred in the Provision of Consultancy Services for Job Evaluation. Otherwise, prices of all other services to be provided shall be deemed included.

Price Schedule Summary

The Financial proposal must be detailed showing breakdown of all costs of the consultancy and should include:

1. Summary of costs
2. Breakdown of costs.
3. Reimbursable costs per activity
4. Miscellaneous expenses
5. Payment terms
6. Costs in the financial proposal shall be in Kenya Shillings and VAT inclusive.

FORM OF TENDER

THE NAIROBI HOSPITAL
P.O BOX 30026 - 00100,
NAIROBI, KENYA.

Dear Sir,

PROVISION OF CONSULTANCY SERVICES FOR JOB EVALUATION.

Having examined the entire Tender documents the receipt of which is hereby duly acknowledged, we the undersigned, offer to provide Consultancy Services for Job Evaluation under this tender in conformity with the said Tender document for the sum

Tender sum..... (Words)

Kshs..... (Figure)

Delivery Time..... (Weeks)

If our tender is accepted, we agree to enter into a Bond for due performance of the contract with the Guarantor described herein. The Guarantor shall be a reputable bank (tier 1), such a guarantor shall be to the approval of the client.

Further, this Tender, together with your written acceptance thereof and your award letter, shall constitute a Contract between us subject to the signing of the contract by both parties.

Our tender is complete, and we have considered our entire obligation on matters necessary for total execution of this contract.

We understand that the lowest or any tender will not necessarily be accepted and that the clients shall not allow any claims we incur in preparing this tender.

TENDERER

Signature of Tenderer.....

(Company stamp)

Name of Tenderer.....

Address of Tenderer.....

Telephone Number (office).....

Mobile.....

E-mail Address.....

WITNESSED BY:

Signature of Witness.....

Name of Witness.....

Address of Witness.....

Telephone Number.....