BANKI KUU YA KENYA

CENTRAL BANK OF KENYA

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REQUEST FOR PROPOSAL FOR PROVISION OF RECRUITMENT AND SELECTION CONSULTANCY SERVICES TO CENTRAL BANK OF KENYA

RFP NO. CBK/RFP/018/2014-2015

CLOSING DATE: 7TH OCTOBER, 2014 AT 10.30 A.M

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SECTION I: LETTER OF INVITATION

Tender Ref. CBK/RFP/18/2014-2015 - Request for Proposal for Provision of Recruitment and Selection Consultancy Services to Central Bank of Kenya

1.1 The Central Bank of Kenya requests Proposals from eligible and competent consulting firms to submit proposals for provision of recruitment and selection consultancy services.

1.2 A complete set of request for proposal documents containing detailed information may be obtained from Central Bank of Kenya, Head Office, along Haile Selassie Avenue, Department of Estates, Supplies and Transport in 5th Floor upon payment of Non-refundable fee of **KShs. 1,000** in cash or Bankers Cheque payable to Central Bank of Kenya or be downloaded from the Website, www.centralbank.go.ke for free. However, those who download the tender are advised to sign a tender register at Supplies Division on Fifth Floor CBK Building before the tender closing date.

1.3 The Technical Proposal and Financial proposal are to be put in different envelops clearly marked "Technical Proposal" and "Financial Proposal" and sealed in one envelop. Completed Request for Proposal documents should then be deposited in the **Green Tender Box No. 3** at the main entrance, ground floor of **Central Bank of Kenya along Haile Selassie Avenue,** so as to be received on or before **7th October, 2014 at 10.30 A.M**.

1.4 The Technical Proposal document will be opened immediately after the closing time i.e 7th October, 2014 at 10.30 A.M in the **DEST Conference Room 5th Floor** Central Bank of Kenya Head Office in Nairobi. Interested tenderers or their representatives may attend the tender opening. The Financial Proposals for bidders meeting the technical requirements will be opened later.

1.5 Prices quoted should be inclusive of all taxes and delivery costs, must be expressed in Kenya shillings and shall remain valid for a period of **120 days** from the closing date of the tender.

1.6 All tenders must be accompanied by a **Tender Security of Kshs. 50,000.00,** valid for **150 days.** Failure to attach the Tender Security will lead to automatic rejection of the tender

1.7 Further information as pertains to this tender may be obtained from **the Office of the Director, Department of Estates, Supplies and Transport (Tel: +254 20 2860000, Fax 310604/340192),** CBK Head Office, on 5th Floor between 9:00 am and 5:00 pm during working days.

DIRECTOR
ESTATES, SUPPLIES AND TRANSPORT

SECTION II – INFORMATION TO CONSULTANTS (ITC)

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2.1 Introduction

2.1.1 The Procuring Entity will select a firm among those invited to submit a proposal, in accordance with the method of selection detailed in the appendix.

2.1.2 The consultants are invited to submit a Technical Proposal and a Financial Proposal, as specified in the Appendix "ITC" for consulting services required for the assignment named in the said Appendix. The proposal will be the basis for contract negotiations and ultimately for a signed contract with the selected firm.

2.1.3 The consultants must familiarize themselves with local conditions and take them into account in preparing their proposals. To obtain firsthand information on the assignment and on the local conditions, consultants are encouraged to liaise with the Client regarding any information that they may require before submitting a proposal and to attend a pre-proposal conference where applicable. Consultants should contact the officials named in the Appendix "ITC" to arrange for any visit or to obtain additional information on the pre-proposal conference. Consultants should ensure that these officials are advised of the visit in adequate time to allow them to make appropriate arrangements.

2.1.4 The Procuring Entity will provide the inputs specified in the Appendix "ITC", assist the firm in obtaining licenses and permits needed to carry out the services and make available relevant project data and reports.

2.1.5 Please note that (i) the costs of preparing the proposal and of negotiating the Contract, including any visit to Procuring Entity are not reimbursable as a direct cost of the assignment; and (ii) the Client is not bound to accept any of the proposals submitted.

2.1.6 The Procuring Entity employees, committee members, board members and their relatives (spouse and children) are not eligible to participate.

2.1.7 The Procuring Entity shall allow the tenderer to review the tender document free of charge before purchase.

2.2 Clarification and Amendment of RFP Documents

2.2.1 Consultants may request a clarification of any of the RFP documents only up to seven [7] days before the proposal submission date. Any request for clarification must be sent in writing by paper mail, cable, telex, facsimile or electronic mail to the Procuring Entity address indicated in the Appendix "ITC". The Procuring Entity will respond by cable, telex, facsimile or electronic mail to such requests and will send written copies of the response (including an explanation of the

query but without identifying the source of inquiry) to all invited consultants who intend to submit proposals.

2.2.2 At any time before the submission of proposals, The Procuring Entity may for any reason, whether at its own initiative or in response to a clarification requested by an invited consultant(s), amend the RFP. Any amendment shall be issued in writing through addenda. Addenda shall be sent by mail, cable, telex or facsimile to all invited consultants and will be binding on them. The Procuring Entity may at its discretion extend the deadline for the submission of proposals.

2.3 Preparation of Technical Proposal

2.3.1 The Consultants proposal shall be written in English language

2.3.2 In preparing the Technical Proposal, consultants are expected to examine the documents constituting this RFP in detail. Material deficiencies in providing the information requested shall result in rejection of a proposal.

2.3.3 While preparing the Technical Proposal, consultants must give particular attention to the following:

(i) If a firm considers that it does not have all the expertise for the assignment, it may obtain a full range of expertise by associating with individual consultant(s) and/or other firms or entities in a joint venture or sub-consultancy as appropriate. Consultants shall not associate with the other consultants invited for this assignment. Any firms associating in contravention of this requirement shall automatically be disqualified.

(ii) For assignments on a staff-time basis, the estimated number of professional staff-time is given in the Appendix. The proposal shall however be based on the number of professional staff-time estimated by the firm.

(iii) It is desirable that the majority of the key professional staff proposed be permanent employees of the firm or has an extended and stable working relationship with it.

(iv) Proposed professional staff must as a minimum, have the experience indicated in Appendix, preferably working under conditions similar to those prevailing in Kenya.

(v) Alternative professional staff shall not be proposed and only one Curriculum Vitae (CV) may be submitted for each position.

2.3.4 The Technical Proposal shall provide the following information using the attached Standard Forms;

(i) A brief description of the firm's organization and an outline of recent experience on assignments of a similar nature. For each assignment the outline should indicate *inter alia,* the profiles of the staff proposed, duration of the assignment, contract amount and firm's involvement.

(ii) Any comments or suggestions on the Terms of Reference, a list of services and facilities to be provided by The Procuring Entity.

(iii) A description of the methodology and work plan for performing the assignment.

(iv) The list of the proposed staff team by specialty, the tasks that would be assigned to each staff team member and their timing.

(v) CVs recently signed by the proposed professional staff and the authorized representative submitting the proposal. Key information should include number of years working for the firm/entity and degree of responsibility held in various assignments during the last five (5) years.

(vi) Estimates of the total staff input (professional and support staff staff-time) needed to carry out the assignment supported by bar chart diagrams showing the time proposed for each professional staff team member.

(vii) Any additional information requested in Appendix "A".

2.3.5 The Technical Proposal shall not include any financial information.

2.4 Preparation of Financial Proposal

2.4.1 In preparing the Financial Proposal, consultants are expected to take into account the requirements and conditions outlined in the RFP documents. The Financial Proposal should follow Standard Forms (Section V). It lists all costs associated with the assignment including; (a) remuneration for staff (in the field and at headquarters), and; (b) reimbursable expenses such as subsistence (per diem, housing), transportation (international and local, for mobilization and demobilization), services and equipment (vehicles, office equipment, furniture, and supplies), office rent, insurance, printing of documents, surveys, and training, if it is a major component of the assignment. If appropriate these costs should be broken down by activity.

2.4.2 The Financial Proposal should clearly identify as a separate amount, the local taxes, duties, fees, levies and other charges imposed under the law on the

consultants, the sub-consultants and their personnel, unless Appendix "A" specifies otherwise.

2.4.3 Consultants shall express the price of their services in Kenya Shillings.

2.4.4 Commissions and gratuities, if any, paid or to be paid by consultants and related to the assignment will be listed in the Financial Proposal submission Form.

2.4.5 The Proposal must remain valid for **90 days** after the submission date. During this period, the consultant is expected to keep available, at his own cost, the professional staff proposed for the assignment. The Procuring Entity will make its best effort to complete negotiations within this period.

2.5 **Submission, Receipt, and Opening of Proposals**

2.5.1 The original proposal (Technical Proposal and the Financial Proposal; see Para. 1.2) shall be prepared in indelible ink. It shall contain no **interlineations or overwriting**, except as necessary to correct errors made by the firm itself. Any such corrections must be initialed by the persons or person authorised to sign the proposals.

2.5.2 For each proposal, the consultants shall prepare the number of copies indicated in Appendix "A". Each Technical Proposal and Financial Proposal shall be marked **"ORIGINAL"** or **"COPY"** as appropriate. If there are any discrepancies between the original and the copies of the proposal, the original shall govern.

2.5.3 The original and all copies of the Technical Proposal shall be placed in a sealed envelope clearly marked "**TECHNICAL PROPOSAL**," and the original and all copies of the Financial Proposal in a sealed envelope clearly marked **"FINANCIAL PROPOSAL"** and warning: **"DO NOT OPEN WITH THE TECHNICAL PROPOSAL"**. Both envelopes shall be placed into an outer envelope and sealed. This outer envelope shall bear the submission address and other information indicated in the Appendix "ITC" and be clearly marked, **"DO NOT OPEN" EXCEPT IN PRESENCE OF THE OPENING COMMITTEE."**

2.5.4 The completed Technical and Financial Proposals must be delivered at the submission address on or before the time and date stated in the Appendix "ITC". Any proposal received after the closing time for submission of proposals shall be returned to the respective consultant unopened.

2.5.5 After the deadline for submission of proposals, the outer envelope and the Technical Proposal shall be opened immediately by the opening committee. The Financial Proposal shall be marked with the consultant's number allocated at the time of opening of the outer envelope and the Technical proposals but shall remain sealed and in the custody of a responsible officer of DPFB up to the time set for opening it.

2.6 Proposal Evaluation General

2.6.1 From the time the bids are opened to the time the Contract is awarded, if any consultant wishes to contact the procuring entity on any matter related to his proposal, he should do so in writing at the address indicated in the Appendix "ITC". Any effort by the firm to influence the procuring entity in the proposal evaluation, proposal comparison or Contract award decisions may result in the rejection of the consultant's proposal.

2.6.2 Evaluators of Technical Proposals shall have no access to the Financial Proposals until the technical evaluation is concluded.

2.7 Evaluation of Technical Proposal

2.7.1 The evaluation committee appointed by the procuring entity shall evaluate the proposals on the basis of their responsiveness to the Terms of Reference, applying the evaluation criteria as follows:

(i)	Specific experience of the consultant related to the assignment	(5-10)
(ii)	Adequacy of the proposed work plan and methodology in responding to the terms of reference	(20-40)
(iii)	Qualifications and competence of the key staff for the assignment	(30-40)
(iv)	Suitability to the transfer of Technology Programme (Training)	(0-10)
	Total Points	**100**

Each responsive proposal will be given a technical score (St). A proposal shall be rejected at this stage if it does not respond to important aspects of the Terms of Reference or if it fails to achieve the minimum technical score indicated in the Appendix "ITC".

Each responsive proposal will be given a technical score (St). A proposal shall be rejected at this stage if it does not respond to important aspects of the Terms of Reference, meet the mandatory requirements or if it fails to achieve the minimum technical score indicated in the Appendix "ITC". The consultant may be asked as part of their evaluation to demonstrate their proposal or arrange a visit to an institution where similar services have been provided. This will be at the discretion of the procuring entity. A tenderer must score a minimum of **75%** to qualify.

2.8 Public Opening and Evaluation of Financial Proposal

2.8.1 After Technical Proposal evaluation, the procuring shall notify those consultants whose proposals did not meet the minimum qualifying mark or were considered non-responsive to the RFP and Terms of Reference, indicating that their Financial Proposals will be returned after completing the selection process. The procuring shall simultaneously notify the consultants who have secured the minimum qualifying mark, indicating the date and time set for opening the Financial Proposals and stating that the opening ceremony is open to those consultants who choose to attend. The opening date shall not be sooner than seven (7) days after the notification date. The notification may be sent by registered letter, cable, telex, facsimile or electronic mail.

2.8.2 The Financial Proposals shall be opened publicly in the presence of the consultants' representatives who choose to attend. The name of the consultant, the technical scores and the proposed prices shall be read aloud and recorded when the Financial Proposals are opened. The procuring entity shall prepare minutes of the public opening.

2.8.3 The evaluation committee will determine whether the financial proposals are complete (i.e. whether the consultant has costed all the items of the corresponding Technical Proposal and correct any computational errors. The cost of any unpriced items shall be assumed to be included in other costs in the proposal. In all cases, the total price of the Financial Proposal as submitted shall prevail.

2.8.4 The formulae for determining the Financial Score (Sf) shall, unless an alternative formulae is indicated in the Appendix "ITC", be as follows:-
Sf = 100 X $^{FM}/_{F}$ where Sf is the financial score; Fm is the lowest priced financial proposal and F is the price of the proposal under consideration. Proposals will be ranked according to their combined technical *(St)* and financial *(Sf)* scores using the weights *(T*=the weight given to the Technical Proposal: *P* = the weight given to the Financial Proposal; *T* + *p* = I) indicated in the Appendix. The combined technical and financial score, S, is calculated as follows: - *S* = *St* x *T* % + *Sf* x *P* %. The firm achieving the highest combined technical and financial score will be invited for negotiations.

2.8.5 The tender evaluation committee shall evaluate the tender within 30 days from the date of opening the tender.

2.8.6 Contract price variations shall not be allowed for contracts not exceeding one year (12 months).

2.8.7 Where contract price variation is allowed, the variation shall not exceed 10% of the original contract price

2.8.8 Price variation requests shall be processed by the procuring within 30 days of receiving the request.

2.9 Negotiations

2.9.1 Negotiations will be held at the same address as "address to send information to the Client" indicated in the Appendix "ITC". The aim is to reach agreement on all points and sign a contract.

2.9.2 Negotiations will include a discussion of the Technical Proposal, the proposed methodology (work plan), staffing and any suggestions made by the firm to improve the Terms of Reference. The procuring entity and the firm will then work out final Terms of Reference, staffing and bar charts indicating activities, staff periods in the field and in the head office, staff-months, logistics and reporting. The agreed work plan and final Terms of Reference will then be incorporated in the "Description of Services" and form part of the Contract. Special attention will be paid to getting the most the firm can offer within the available budget and to clearly defining the inputs required from DPFB to ensure satisfactory implementation of the assignment.

2.9.3 Unless there are exceptional reasons, the financial negotiations will not involve the remuneration rates for staff (no breakdown of fees).

2.9.4 Having selected the firm on the basis of, among other things, an evaluation of proposed key professional staff, the procuring entity expects to negotiate a contract on the basis of the experts named in the proposal. Before contract negotiations, the procuring entity will require assurances that the experts will be actually available. the procuring entity will not consider substitutions during contract negotiations unless both parties agree that undue delay in the selection process makes such substitution unavoidable or that such changes are critical to meet the objectives of the assignment. If this is not the case and if it is established that key staff were offered in the proposal without confirming their availability, the firm may be disqualified.

2.9.5 The negotiations will conclude with a review of the draft form of the Contract. To complete negotiations the procuring entity and the selected firm will initial the agreed Contract. If negotiations fail, DPFB will invite the firm whose proposal received the second highest score to negotiate a contract.

2.9.6 The procuring entity shall appoint a team for the purpose of the negotiations.

2.10 Award of Contract

2.10.1The Contract will be awarded following negotiations. After negotiations are completed, the procuring entity will promptly notify other consultants on the shortlist

that they were unsuccessful and return the Financial Proposals of those consultants who did not pass the technical evaluation.

2.10.2The selected firm is expected to commence the assignment on the date and at the location specified in Appendix "A".

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

2.10.4The procuring entity may at any time terminate procurement proceedings before contract award and shall not be liable to any person for the termination.

2.10.5 The procuring entity shall give prompt notice of the termination to the tenderers and on request give its reasons for termination within 14 days of receiving the request from any tenderer.

2.10.6 To qualify for contract awards, the tenderer 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 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 foregoing.
(d) Shall not be debarred from participating in public procurement.

2.11 Confidentiality

2.11.1Information relating to evaluation of proposals and recommendations concerning awards shall not be disclosed to the consultants who submitted the proposals or to other persons not officially concerned with the process, until the winning firm has been notified that it has been awarded the Contract.

2.12 Corrupt or fraudulent practices

2.12. The procuring entity requires that the consultants observe the highest standards of ethics during the selection and award of the consultancy contract and also during the performance of the assignment. The tenderer shall sign a declaration that he has not and will not be involved in corrupt or fraudulent practices.

2.12.2 The procuring entity will reject a proposal for award if it determines that the consultant recommended for award has engaged in corrupt or fraudulent practices in competing for the contract in question.

2.12.3 Further a consultant who is found to have indulged in corrupt or fraudulent practices risks being debarred from participating in public procurement in Kenya.

Appendix to Information to Consultants (ITC)

The following information for procurement of consultancy services and selection of consultants shall complement or amend the provisions of the information to consultants, wherever there is a conflict between the provisions of the information to consultants and the provisions of the appendix, the provisions of the appendix herein shall prevail over those of the information to consultants.

Clause Reference

2.1.1 The name of the Client is: **Central Bank of Kenya; and**

The method of selection is: **Quality and Cost Based selection**

2.1.2 Technical and Financial Proposals are requested: **Yes**

The name, objectives, and description of the assignment are:

Name of the proposal is: Request for Proposal for provision of recruitment and selection consultancy services to Central Bank of Kenya.

2.1.3 A pre-proposal conference will be held: **NO.**
The name(s), address(es) and telephone numbers of the Client's official(s) are: **Central Bank of Kenya, P. O. Box 60000 - 00200, Nairobi Kenya, Haile Selassie Avenue, Telephone 2860000 Telex 22324, Fax 310604/340192**

2.1.6 The Procuring Entity employees, committee members, board members and their relatives (spouse and children) are not eligible to participate. Further former employees, committee members and board members who have left the Bank within the last one year are not eligible to participate in this request for proposal.

2.3.3 i). The minimum required experience of proposed professional staff is: **three (3)Years**
(ii). Training is a specific component of this assignment: **NO**

2.4.5 The Proposal must remain valid for **120 days** after the submission date.

2.5.2 Consultants must submit an **original and one (1) additional copies** of each proposal.

2.5.3 The proposal submission address is: **Central Bank of Kenya, P. O. Box 60000-00200, Nairobi, Kenya, Haile Selassie Avenue, Telephone 2860000 Telex 22324, Fax 310604/340192.** Information on the outer envelope should also include the same address and Request for Proposal Number.

2.5.4 Proposals must be submitted no later than **7th October, 2014 at 10.30 A. M**

2.6.1 The address to send information to the Client is: **Central Bank of Kenya, P. O. Box 60000 - 00200, Nairobi, Kenya, Haile Selassie Avenue, Telephone 2860000 Telex 22324, Fax 310604/340192**

2.7.1 EVALUATION CRITERIA TO BE USE TO EVALUATE THE PROPOSALS

The received RFP will be evaluated in four stages as detailed below:

1. Stage 1: Compliance with Mandatory Requirements;
2. Stage 2: Compliance with Technical requirements
3. Stage 3: The Financial Evaluation
4. Stage 4: Making Recommendations

Stage 1: Compliance with the Mandatory Requirements (MR)

The first stage of the evaluation will involve determination of responsiveness to the mandatory requirements of the Request to proposals that will include:

No	Requirements	COMPLIANCE
MR 1	Provision of documentary evidence of the company's certificate of incorporation	
MR 2	Provision of a copy of the company's valid tax compliance certificate issued by KRA	
MR 3	Provision of audited accounts for the last two years	
MR 4	Provide Tender Security (Bid Bond) of **KShs.50,000.00** in the form provided in the tender document	

The second stage will involve technical evaluation of the bids that meet all the Mandatory Requirements in stage one.

Stage 2: Compliance with the Technical Requirements

Proposals meeting all the mandatory requirements will be subjected to technical evaluation based on the criteria given below:

Criterion	Description	Weight Factor (Total: 100)	Marks awarded
Specific Experience of the Consultant(Firm) related <u>to the Assignment</u>	• Over 10 years relevant experience – 10 Marks • Below 10 years – 0 Marks • At least ten (10) number related assignments undertaken in the last 3 years (list the assignments, respective clients and dates). (Each relevant assignment - 2 Marks)	**10** **20**	
Specific Experience and Academic qualification of Key technical personnel (Attach CVs and Academic & Professional <u>certificates</u>) • Consultant's Team Leader - Experience • Consultant's Team Leader – Academic qualification	• Over 10 years' experience in HR related assignments – 7 Marks Below ten years – 0 Marks • Over 5 years Work experience in executive search and selection – 7 Marks Below 5 years – 0 Marks • Relevant Masters degree and above – 6 Marks Below Masters degree – 0 Marks	**7** **7** **6**	
Globally accredited Assessment Tools	• Demonstration of possession of globally accredited and/or certified assessment tool for administering selection tests	**10**	
<u>Methodology</u> Adequacy of the proposed work plan and methodology in responding to the terms of reference	Approach to the consultancy • Adequacy of the work plan – 5 Marks • Composition, qualifications and experience of the interview panel(s) – 5 Marks • Turn-around time – 5 Marks	**15**	
<u>FININCIAL STABILITY</u> a) Annual turnover	Kshs. 1.0m – 4.9m – 5% Kshs. 5.0m – 49.9m – 10% Kshs. 50.0m – 99.9m – 15% Kshs. 100.0m and above –20%	**20**	
a) Liquidity Ratio	2:1 – 5 marks; 1:1 – 3 marks; less than 1:1 no mark	**5**	
Total Score		**100**	

Note:

✓ **Current Ratio (Liquidity)** = $\frac{\text{Current Assets}}{\text{Current Liabilities}}$

The minimum technical score required to pass: **Seventy Five percent(*75%)***

Only bidders scoring seventy five percent (75%) and above in the technical evaluation will have their financial bids opened for financial evaluation.

Stage 3: Financial Evaluation

Bidders scoring 75% and above in the technical evaluation will be subjected to financial evaluation. The bidder offering the lowest cost per position and or combination of positions filled will be considered for award. Bidders are required to provide indicative reimbursable expenses that may be applicable in the proposal.

Clause 2.8.4 that involves combining Technical and Financial Score will not be applicable in this request for proposal since bidders are required to provide rates only per position and or combination of positions filled.

2.8.5 The tender evaluation committee shall evaluate the tender within **15 days** from the date of opening the tender.

2.10.2 The assignment is expected to commence after the signing of the contract and is expected to run within one to two years.

SECTION III: - TERMS OF REFERENCE

3.1 BACKGROUND

The Central Bank of Kenya is constitutionally mandated to formulate and implement monetary policy and foster the proper functioning of a stable market-based financial system to support the economic policy of the Government of Kenya. To enable the Bank position itself to fulfill its mandate, it is undergoing a transformation to streamline its operations. To support the Bank on this journey, the Bank recognizes the need to recruit self-driven, result oriented individuals who will play a critical role in supporting the Bank in the achievement of its objectives. CBK is seeking the services of a recruitment firm to facilitate recruitment and selection services for the Bank.

3.2 Scope of work

Specifically, the consultant will be expected to:

i). Gain a good understanding of CBK's organization strategy and the strategic objectives for the identified positions;

ii) Identify the critical job competencies and person specifications for these positions as derived from the existing role profiles provided by CBK;

iii). Prepare suitable advertisement based on the approved role profile to be placed in widely circulated print media upon agreement with CBK;

iv). Complement the advertisements with database search and other methodologies e.g. head hunting (if need be);

v). Receive, analyze, serialize and submit to the Bank the initial long list of all CVs and applications for consideration and sign off; This will include the analysis of suitable CVs from your data base should there be need to enrich the list, especially if applicants for a particular position are few. Late applications will also be noted for accountability purposes.

vi). Screen and shortlist the applications based on the agreed selection criteria as stated in the vacancy announcement;

vii). Review the list of candidates short-listed with CBK and gain approval for commencement of the interview process;

viii). Adopt appropriate interview methodology(ies) and prepare interviewing tools and materials (including evaluation criteria, structured questions and points for examination, tests/assessment centers) focused on the appointment level of candidates under consideration, covering the full cycle from long listing to final selection;

ix). Conduct competency based interviews for the agreed shortlisted candidates based on the agreed criteria as stated in the vacancy announcement;

x). Conduct psychometric tests and other relevant assessments on the best five candidates;

xi).Where necessary, particularly during the recruitment for very senior management and leadership positions, conduct independent checks on leadership and integrity of candidates presented for final interviews by the Bank, in conformity with Chapter Six of the Constitution of Kenya, from the following organizations, among others: Kenya Revenue Authority (KRA); Higher Education Loans Board (HELB); Ethics and Anti-Corruption Commission (EACC), Criminal Investigation Department (CID);

xii). Prepare and present to the Bank a report on the initial interviews and psychometric tests. This should give a complete listing of all candidate tested with their scores per test including a complete listing of all candidates not deemed suitable for testing with the reasons stated for their lack of suitability;

xiii). Offer advisory support services to the CBK Interview Panel which will include but not limited to: all the necessary requisite arrangements and plans for the interview; contacting candidates, preparation of interview schedules, interview questions and score sheets, preparation of folders to be used by the interview panel members ensuring that these are ready at least 14 days before the set interview date, taking minutes during the interviews, including recording marks awarded; and preparation and submission of the comprehensive final report to CBK;

xiv). Conduct reference and background checks for the candidates selected by CBK for appointment;

xv). Communicate by letter or email to unsuccessful candidates after completion of the recruitment; and,

xvi). Provide such other services as incidental and conducive to the foregoing.

3.3 Deliverables/Output

The key deliverables from this assignment will be and not limited to:

(i) Preparation and submission to the Bank the initial long list of all CVs and applications for consideration and sign off for each respective post and a list of all candidates who do not match the qualifications and experience for the advertised position

(ii). A report on the initial interviews and psychometric tests giving a complete listing of all candidate tested with their scores per test, including a complete listing of all candidates not deemed suitable for testing with the reasons stated for their lack of suitability.

iii). Preparation and submission of the comprehensive final report to CBK giving a complete listing of all candidates tested with their scores per test including a complete listing of all candidates not deemed suitable for testing with the reasons stated for their lack of suitability;

iii). Report on references and background checks for the candidates selected by CBK for appointment;

(iv). A report where necessary, on very senior management and leadership positions on conducted independent checks on leadership and integrity of candidates presented for final interviews by the Bank, in conformity with Chapter Six of the Constitution of Kenya, from the organizations agreed upon.

3.4 QUALIFICATIONS OF THE CONSULTANT

The recruitment consultant should have extensive experience of **not less than 10 years** in executive search and selection assignments, with the ability to attract conduct multiple recruitments to save on time but maintain the highest professional and qualitative standards. It should have a proven track record in placement especially of senior management teams and the Bank expects a listing related job assignments

undertaken within the **last three years** and indicate the percentage level, supported by a list, of successful placements.

In an addition, the consultant shall ensure that a fully dedicated team possessing the necessary qualifications handles the assignment to completion and any changes to this arrangement shall require prior written approval from the Bank. In this regard, the Bank expects the consultant to provide a full list of all the professionals to be involved in the assignment and their detailed CVs clearly showing their expertise and role in the assignment. The consultant's team leader should have excellent technical skills and knowledge with a minimum of 10 years' experience in HR related assignments and not less than 5 years' work experience in executive search and selection.

3.5 GLOBALLY ACCREDITED ASSESSMENT TOOLS /TESTING CENTRES

The recruitment consultant should demonstrate possession of globally accredited and/or certified capability/assessments tools.

3.6 PRELIMINARY INTERVIEWS PANEL

The recruitment consultant should provide the Bank with details i.e. qualifications; experience; area of specialization of actual team members to be involved in interviewing the candidates and minimum number of members of an interview panel. CBK will be allowed to sit in as an observer during the preliminary interviews for quality assurance.

3.7 TURN-AROUND TIME

The Bank expects the recruitment process for each position to take the shortest time possible. The consultant is therefore expected to specify the duration the exercise will take, from placement of the advertisement to submission of final comprehensive reports.

3.8 PROCESS AUDIT

The Recruitment Consultant will allow the Bank an opportunity to audit and assess the process for purposes of maintaining credibility should a need for such evaluation arise.

3.9 TIMELINES

The assignment will be carried out within a period of one to two years.

3.10 CONDUCT OF THE WORK

In undertaking this work, the service provider will report to the Director, Human Resource. The Director, human resource as the client will only accept the work once satisfied with the quality of the output.

3.11 TERMS OF PAYMENT

Payment will be based on each successful position filled. In case of an unsuccessful process for a post, only cost incurred may be reimbursed.

3.12. The Bank will not provide any facilities. Interested consultants will be required to factor in all costs related to the assignment in their quotations (Refer to clause 2.4 of the instruction to consultants).

SECTION IV - TECHNICAL PROPOSAL

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4.1. TECHNICAL PROPOSAL SUBMISSION FORM

[_____ *Date*]

To: Director, DEST

Ladies/Gentlemen:

We, the undersigned, offer to provide the consulting services **Request for Proposal for provision of recruitment and selection consultancy services to Central Bank of Kenya** in accordance with your Request for Proposal dated _____and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal, and a Financial Proposal sealed under a separate envelope.

We understand you are not bound to accept any Proposal that you receive.

We remain,

Yours sincerely,

_____ *[Authorized Signature]:*

_____ *[Name and Title of Signatory]*

_____ *[Name of Firm]*

_____ *[Address:]*

4.2. FIRM'S REFERENCES

Relevant Services Carried Out in the Last Three Years
That Best Illustrate Qualifications

Using the format below, provide information on each assignment for which your firm either individually, as a corporate entity or in association, was legally contracted.

Assignment Name:		Country
Location within Country:		Professional Staff provided by Your Firm/Entity(profiles):
Name of Client:		Clients contact person for the assignment.
Address:		No of Staff-Months; Duration of Assignment:
Start Date (Month/Year):	Completion Date (Month/Year):	Approx. Value of Services (Kshs)
Name of Associated Consultants. If any:		No of Months of Professional Staff provided by Associated Consultants:
Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:		
Narrative Description of project:		
Description of Actual Services Provided by Your Staff:		

Firm's Name: _____

Name and title of signatory; _____

(May be amended as necessary)

4.3. COMMENTS AND SUGGESTIONS OF CONSULTANTS ON THE TERMS OF REFERENCE AND ON DATA, SERVICES AND FACILITIES TO BE PROVIDED BY THE CENTRAL BANK OF KENYA.

On the Terms of Reference:

1.

2.

3.

4.

5.

On the data, services and facilities to be provided by the Client:

1.

2.

3.

4.

5.

4.4 DESCRIPTION OF THE METHODOLOGY AND WORK PLAN FOR PERFORMING THE ASSIGNMENT

4.5 TEAM COMPOSITION AND TASK ASSIGNMENT

1. Technical/Managerial Staff

Name	Position	Task

2. Support Staff

Name	Position	Task

4.6. FORMAT OF CURRICULUM VITAE (CV) FOR PROPOSED PROFESSIONAL STAFF

Proposed Position:
_____

Name of Firm:
_____

Name of Staff:
_____

Profession:
_____

Date of Birth:
_____

Years with Firm: _____ Nationality: _____

Membership in Professional Societies: _____

Detailed Tasks Assigned:
_____

Key Qualifications:

[Give an outline of staff member's experience and training most pertinent to tasks on assignment. Describe degree of responsibility held by staff member on relevant previous assignments and give dates and locations].

Education:

[Summarize college/university and other specialized education of staff member, giving names of schools, dates attended and degree[s] obtained.]

Employment Record:

[Starting with present position, list in reverse order every employment held. List all positions held by staff member since graduation, giving dates, names of employing organizations, titles of positions held, and locations of assignments.]

Certification:

I, the undersigned, certify that these data correctly describe me, my qualifications, and my experience.

_____ Date: _____

[Signature of staff member]

_____ *Date;* _____

[*Signature of authorised representative of the firm*]

Full name of staff member: _____

Full name of authorized representative: _____

4.7. TIME SCHEDULE FOR PROFESSIONAL PERSONNEL

Months (in the Form of a Bar Chart)

Name	Position	Reports Due/ Activities	1	2	3	4	5	6	7	8	9	10	11	12	Number of months

Reports Due: _____

Activities Duration: _____

Signature: _____
(Authorized representative)

Full Name: _____

Title: _____

Address: _____

4.8. ACTIVITY (WORK) SCHEDULE

(a). Field Investigation and Study Items

[1st,2nd,etc, are months from the start of assignment)

	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	
Activity (Work)													
_____													
_____													
_____													
_____													

(b) Completion and Submission of Reports

Reports	Date
1. Inception Report	
4. Interim Progress Report (a) First Status Report (b) Second Status Report	
3. Draft Report	
4. Final Report	

SECTION V: - FINANCIAL PROPOSAL

Notes on preparation of Financial Proposal

1 The Financial proposal prepared by the consultant should list the costs associated with the assignment. These costs normally cover remuneration for staff, subsistence, transportation, services and equipment, printing of documents, surveys etc as may be applicable. The costs should be broken down to be clearly understood by DPFB.

2 The financial proposal shall be in Kenya Shillings or any other currency allowed in the request for proposal and shall take into account the tax liability and cost of insurances specified in the request for proposal. Where another currency other than Kenya shillings is used, the applicable rate for conversion will be the **CBK mean rate for the date of tender opening**.

3 The financial proposal should be prepared using the Standard forms provided in this part

SECTION V - FINANCIAL PROPOSAL STANDARD FORMS

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5. 1. FINANCIAL PROPOSAL SUBMISSION FORM

_____ *[Date]*

To: Director,
Department of Estates Supplies and Transport
Central Bank of Kenya
P.O. Box 60000 - 00100
Nairobi, Kenya

Ladies/Gentlemen:

We, the undersigned, offer to provide the consulting services **Request for Proposal for provision of recruitment and selection consultancy services to Central Bank of Kenya** in accordance with your Request for Proposal dated …….and our Proposal. Our attached Financial Proposal is for the sum of Kenya shillings _____ *[Amount in words and figures]* inclusive of the taxes.

We remain,

Yours sincerely,

_____ *[Authorized Signature]*
:
_____ *[Name and Title of Signatory]:*

_____ *[Name of Firm]*

_____ *[Address]*

5.2. SUMMARY OF COSTS

Costs	Taxes	Total Amount(s)
cost per position – Directors - Senior Managers - Middle managers - Psychometric tests - Other (Specify)		

5.3. BREAKDOWN OF PRICE PER ACTIVITY

Activity NO.: _____	Description:_____
Price Component	Amount(s)
Remuneration Reimbursable Miscellaneous Expenses Subtotal	_____

5.4. BREAKDOWN OF REMUNERATION PER ACTIVITY

Activity No. _____ Name:_____

Names	Position	Input(Staff months, days or hours as appropriate.)	Remuneration Rate	Amount
Regular staff (i) (ii) Consultants Grand Total				_____

5.5. REIMBURSABLES PER ACTIVITY

Activity No: _____ Name:_____

No.	Description	Unit	Quantity	Unit Price	Total Amount
1.	Air travel	Trip			
2	Road travel	Kms			
3.	Rail travel	Kms			
4.	Subsistence Allowance	Day			_____
6.	Advertisement	Item			

5.6. MISCELLANEOUS EXPENSES

Activity No. _____ Activity Name: _____

No.	Description	Unit	Quantity	Unit Price	Total Amount
1.	Communication costs (telephone, telegram, telex)				
2.	Drafting, reproduction of reports				
3.	Equipment: computers etc.				
4.	Software				
	Grand Total				_____

SECTION VI: **SAMPLE CONTRACT FOR CONSULTING SERVICES -SMALL ASSIGNMENTS -LUMP-SUM PAYMENTS**

CONTRACT FORM

This Agreement, [hereinafter called "the Contract") is entered into this _____[by and between Central Bank of Kenya whose registered office is situated at CBK Head office, Haile Selassie Avenue (hereinafter called "the Client") of the one part AND

_____ of [or whose registered office is situated at]_____ hereinafter called "the Consultant") of the other part.

WHEREAS the Client wishes to have the Consultant perform the services [hereinafter referred to as "the Services", and

WHEREAS the Consultant is willing to perform the said Services,

NOW THEREFORE THE PARTIES hereby agree as follows:

1. Services (i)The Consultant shall perform the Services specified in Appendix A, "Terms of Reference and Scope of Services," which is made an integral part of this Contract.

(ii).The Consultant shall provide the personnel listed in Appendix B, "Consultant's Personnel," to perform the Services.

(iii).The Consultant shall submit to the Client the reports in the form and within the time periods specified in Appendix C, "Consultant's Reporting Obligations."

2. Term The Consultant shall perform the Services during the period commencing on_____ and continuing through to_____, or any other period(s) as may be subsequently agreed by the parties in writing.

3. Payment A. Ceiling

For Services rendered pursuant to Appendix A, the Client shall pay the Consultant an amount not to exceed___ _____. This amount has been established based on the understanding that it includes all of the Consultant's costs and profits as well as any tax obligation that may be imposed on the Consultant.

B. Schedule of Payments

The schedule of payments is specified below (Modify in order to reflect the output required as described in Appendix C.)

Kshs……..…….upon the Client's receipt of a copy of this Contract signed by the Consultant;

Kshs……..……. upon the Client's receipt of the draft report, acceptable to the Client; and

Kshs……..…….upon the Client's receipt of the final report, acceptable to the Client.

Kshs_____ Total

C. Payment Conditions

Payment shall be made in Kenya Shillings unless otherwise specified not later than thirty [30] days following submission by the Consultant of invoices in duplicate to the Coordinator designated in Clause 4 here below. If the Client has delayed payments beyond thirty (30) days after the due date hereof, simple interest shall be paid to the Consultant for each day of delay at a rate three percentage points above the prevailing Central Bank of Kenya's average rate for base lending.

4. Project Administration

A. Coordinator.

The Client designates _____ as Client's Coordinator; the Coordinator will be responsible for the coordination of activities under this Contract, for acceptance and approval of the reports and of other deliverables by the Client and for receiving and approving invoices for payment.

B. Reports.

The reports listed in Appendix C, "Consultant's Reporting Obligations," shall be submitted in the course of the assignment and will constitute the basis for the payments to be made under paragraph 3.

5. Performance Standards

The Consultant undertakes to perform the Services with the highest standards of professional and ethical competence and integrity. The Consultant shall promptly replace any employees assigned under this Contract that the Client considers unsatisfactory.

6. Confidentiality	The Consultant shall not, during the term of this Contract and within two years after its expiration, disclose any proprietary or confidential information relating to the Services, this Contract or the Client's business or operations without the prior written consent of the Client.
7. Ownership of Material	Any studies, reports or other material, graphic, software or otherwise prepared by the Consultant for the Client under the Contract shall belong to and remain the property of the Client. The Consultant may retain a copy of such documents and software.
8. Consultant Not to be Engaged in certain Activities	The Consultant agrees that during the term of this Contract and after its termination the Consultant and any entity affiliated with the Consultant shall be disqualified from providing goods, works or services (other than the Services and any continuation thereof) for any project resulting from or closely related to the Services.
9. Insurance	The Consultant will be responsible for taking out any appropriate insurance coverage.
10. Assignment	The Consultant shall not assign this Contract or sub-contract any portion of it without the Client's prior written consent.
11. Law Governing Contract and Language	The Contract shall be governed by the laws of Kenya and the language of the Contract shall be English Language.
12. Dispute Resolution	Any dispute arising out of the Contract which cannot be amicably settled between the parties shall be referred by either party to the arbitration and final decision of a person to be agreed between the parties. Failing agreement to concur in the appointment of an Arbitrator, the Arbitrator shall be appointed by the chairman of the Chartered Institute of Arbitrators, Kenya branch, on the request of the applying party.

FOR THE CLIENT FOR THE CONSULTANT

Full name; _____ Full name;_____

Title: _____Title: _____

Signature;_____Signature;_____

Date;_____Date;_____

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 applied to your type of business.

You are advised that it is a serious offence to give false information on this form.

Part 1 General

Business Name .....
Location of Business Premises .....
Plot No,.....Street/Road.....
Postal address .....Tel No. .....Fax Email.....
Nature of Business .....
Registration Certificate No. .....
Maximum value of business which you can handle at any one time – Kshs.....
Name of your bankers.....
Branch .....

Part 2 (a) – Sole Proprietor

Your name in full…….Age…….
Nationality……Country of Origin……..
Citizenship details
……..

Part 2 (b) – Partnership

Given details of partners as follows

Name	Nationality	Citizenship details	Shares
1.	……		
2.	……		
3.	……		
4.	……		

Part 2 (c) – Registered Company

Private or Public
State the nominal and issued capital of company
Nominal Kshs.
Issued Kshs.
Given details of all directors as follows

Name	Nationality	Citizenship details	Shares
1.	……		
2.	……		
3.	……		
4.	……		

Date…….Signature of Candidate……..

LETTER OF NOTIFICATION OF AWARD

Central Bank of Kenya
P.O. Box 60000 - 00200
Nairobi, Kenya

To:_____
_____
_____
_____

RE: Tender No._____

Tender Name_____

This is to notify that the contract/s stated below under the above mentioned tender have been awarded to you.

_____
_____

1. Please acknowledge receipt of this letter of notification signifying your acceptance.

2. The contract/contracts shall be signed by the parties within 30 days of the date of this letter but not earlier than 14 days from the date of the letter.

3. You may contact the officer(s) whose particulars appear below on the subject matter of this letter of notification of award.

   *(FULL PARTICULARS)*_____
   _____

SIGNED FOR ACCOUNTING OFFICER