



**NATIONAL SOCIAL SECURITY FUND  
P.O BOX 30599-00100  
NAIROBI.**

**REQUEST FOR PROPOSALS (RFP)**

**RFP NO.19/2019-2020**

**SELECTION OF A CONSULTANT TO CARRY OUT EMPLOYEE  
HAPPINES AND WORK ENVIRONMENT SURVEY FOR THE YEAR  
2019/2020**

**(RESERVED FOR AGPO)**

**MAY, 2020**

**National Social Security Fund**

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**SECTION I - TENDER NOTICE**

The National Social Security Fund invites sealed tenders from eligible and competent consultants to carryout Employee Happiness and Work Environment Survey for the Year 2019/2020

Tender documents detailing the requirements may be downloaded from the website **www.nssf.or.ke** or **http://supplier.treasury.go.ke** free of charge. Interested bidders who download the documents should send their particulars immediately through email **procurement@nssfkenya.co.ke** for registration purposes before the tender closing date. Further, all prospective bidders are advised to visit the website regularly to check any updates or addenda that may be issued.

Tender documents shall be accompanied by the **Mandatory** requirements as detailed in the respective tender documents for preliminary evaluation. Interested bidders are therefore advised to inspect the tender documents and acquaint themselves with the stated mandatory and technical requirements.

Completed tender documents in plain sealed outer envelope enclosing separately sealed envelopes of **Technical Proposal** (“**Original**” and “**Copy**”) and **Financial Proposal** (“**Original**” and “**Copy**”) clearly marked **RFP No. NSSF/19/2019-2020** and **Proposal Description** as per instructions in the tender documents and addressed to:-

The Managing Trustee  
National Social Security Fund  
P O Box 30599-00100  
**NAIROBI**

Should be deposited in the Tender Box on 2<sup>nd</sup> Floor Block A, Western Wing, Social Security House, Nairobi **on or before 12.00 Noon on 2<sup>nd</sup> June, 2020.**

Tenders will be opened immediately thereafter on 4<sup>th</sup> floor, Seminar Room, Social Security House, Block A, Western Wing – Nairobi in the presence of bidder or bidders representatives who chose to attend.

**The NSSF reserves the right to accept or reject any application either in whole or in part.**

## **SECTION II -INFORMATION TO CONSULTANTS**

### **2.1 Introduction**

- 2.1.1 The NSSF will select an individual consultant among those invited to submit proposals and responded to the invitation for proposals in accordance with the method of selection detailed under this section and consistent with the regulations.
- 2.1.2 The consultants are invited to submit a technical proposal and a financial proposal for consulting services required for the assignment stated in the letter of invitation (Section I)
- 2.1.3 In the assignment where the procuring entity intends to apply standard conditions of engagement and scales of fees for professional services, which scale of fees, will have been approved by a relevant authority, a technical proposal only may be invited and submitted by the consultants. In such a case the highest ranked individual consultant in the technical proposals shall be invited to negotiate a contract on the basis of the set scale of fees. The technical proposals will be the basis for contract negotiations and ultimately for a signed contract with the selected individual consultant.
- 2.1.4 The consultants must familiarize themselves with local conditions as regards the assignment and take them into account in preparing their proposals. To obtain adequate information on the assignment and on the local conditions, consultants are encouraged to liaise with the procuring entity regarding any information that they may require before submitting a proposal.
- 2.1.5 The client will provide the inputs and services specified in the special conditions of contract needed to assist the individual consultant to carry out the assignment.
- 2.1.6 The cost of preparing the proposal and negotiating the contract including any visit to the procuring entity are not reimbursable as a direct cost of the assignment. The procuring entity is not bound to accept any of the proposals submitted.
- 2.1.7 The procuring entity's employees, committee members, board members and their relative (spouse and children) are not eligible to participate in the tender.

## **2.2 Clarification and amendment to the RFP documents**

- 2.2.1 Individual consultant may request clarification of any of the RFP documents not later than Seven (7) days before the deadline for the submission of the proposals. Any request for clarification must be sent in writing by post, fax or email to the procuring entity's address indicated in the special conditions of contract. The procuring entity will respond by post, fax or email 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 individual consultants invited to submit proposals.
- 2.2.2 At any time before the deadline for submission of the proposals, the procuring entity may for any reason; either at its own initiative or in response to a clarification requested by an intended individual consultant amends the RFP. Any amendment shall be issued in writing, fax or email to all invited individual consultants and will be binding on them. The procuring entity may at its discretion extend the deadline for the submission of the proposals.
- 2.2.3 Clarification of tenders shall be requested by the tenderer to be received by the procuring entity not later than 7 days prior to the deadline for submission of tenders.
- 2.2.4 The procuring entity shall reply to and clarifications sought by the tenderer within 3 days of receiving the request to enable the tenderer to make timely submission of its tender.

## **2.3 Preparation of proposals**

- 2.3.1 The individual consultant's proposal shall be written in English language.
- 2.3.2 In preparing the Technical proposal, the individual consultants are expected to examine the documents comprising the RFP in detail.
- 2.3.3 Material deficiencies in providing the information requested may result in rejection of a proposal.
- 2.3.4 While preparing the Technical proposal, the individual consultant must give particulars attention to the following:
- (a) If an individual consultant considers that he/she does not have all the expertise required for the assignment he/she may suggest in the proposals other individual(s) who will assist in the assignment but they will not be party to the contract for the purpose of the performance of the assignment. An individual consultant will not

propose other individual consultants invited to submit proposals for the assignment. Any individual consultant in contravention of this requirement shall automatically be disqualified.

- (b) For all the staff who will be involved in the exercise of the proposals to consultant must indicate their responsibility in the assignment and also the staff time as necessary.
- (c) The curriculum vitae (CV) of the staff proposed must be submitted with the proposal.

2.3.5 The Technical proposal shall provide the following information;

- (a) The individual consultants CV and a brief of any recent experience of assignment of a similar nature. For each assignment the brief should indicate the profiles of staff involved, contract amount and the individual consultants' involvement.
- (b) Any comments or suggestions on the Terms of Reference and a list of service and facilities requested to be provided by the procuring entity.
- (c) A description of the methodology and work plan for performing the proposed assignment.
- (d) Any additional information requested in the special conditions of contract.

2.3.6 The Technical proposal shall be separate from the financial proposal and shall not include any financial information.

## **2.4 Financial proposal**

2.4.1 In preparing the financial proposal, the individual consultants are expected to take into account the time required in completing the assignment as outlined in the RFP documents. The financial proposal will therefore be quoted in fees per day or month. The financial proposal may also include other costs as necessary, which will be considered as reimbursable.

2.4.2 The Financial proposal should include the payable taxes.

2.4.3 The fees shall be expressed in Kenya Shillings.

2.4.4 The Financial proposal must remain valid for 90 days after the submission date. During this period the individual consultant is expected to keep available at his own cost any staff proposed for the assignment. The procuring entity will make best efforts to complete negotiations within this period. If the procuring entity wishes to extend the validity period of the proposals, the consultants who do not agree, have the right not to extend the validity of their proposals.

- 2.4.5 The financial proposal must comply with the law governing the profession of the consultant.

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

- 2.5.1 The technical proposal and the financial proposal shall be prepared in indelible ink. It shall contain no interlineations or overwriting, except as necessary to correct errors made by the individual consultants. Any such corrections must be initialled by the individual consultant.
- 2.5.2 For each proposal the individual consultants shall prepare the proposals in the number of copies indicated in the special conditions of contract. 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 duly marked "**FINANCIAL PROPOSAL**". Both envelopes shall be placed in an outer envelope and sealed. This outer envelope shall bear the procuring entities address and other information indicated in the appendix to the instructions to consultants and clearly marked "**DO NOT OPEN before 12.00 Noon on 2nd June, 2020**".
- 2.5.4 The completed Technical and Financial proposals must be delivered at the submission address on or before the time and date of the submission of the proposals indicated in the appendix to the instructions to consultants. Any proposals received later than the closing date for submission of proposals shall be rejected and returned to the individual consultant unopened. For this purpose the inner envelope containing the technical and financial proposals will bear the address of the individual consultant submitting the proposals.
- 2.5.5 After the deadline for submission of proposals the outer envelope and the technical proposals shall be opened immediately by the opening committee. The financial proposals shall be marked with the individual consultants number allocated at the time of opening the outer envelope and the technical proposals but shall remain sealed and in the custody of a responsible officer of the procuring entity up to the time set for opening them.

## 2.6 Evaluation of the Proposal (General)

- 2.6.1 From the time the proposals are opened to the time of the contract award, if any individual consultant wishes to contact the procuring entity on any matter relating to his/her proposal, he/she should do so in writing at the address indicated in the appendix to the instructions to consultants. Any effort by an individual consultant to influence the procuring entity's staff in the evaluation of proposals companion proposals or awards of contract may result in the rejection of the individual consultant proposal.
- 2.6.2 The proposal evaluation committee shall have no access to the Financial Proposal, which in any case will remain sealed, until the technical evaluation is concluded or finalized.

## 2.7 Evaluation of Technical Proposals

- 2.7.1 The evaluation committee appointed by the procuring entity to evaluate the proposals shall carry out the evaluation of technical proposals following the criteria set out in the terms of reference based on the following points criteria

	<u>CRITERIA</u>	<u>POINTS</u>
(i)	<b>Experience of the firm</b> in carrying out surveys	30
(ii)	Adequacy of methodology and work plan in response to the Terms of reference	40
(iii)	<b>Personnel:</b> individual consultant experience related to the assignment	30
(iv)	Business support	10
	<b>Total points</b>	<b>100</b>

- 2.7.2 Any proposal which will be examined and found not to comply with all the requirements for submission of the proposals will be declared non responsive. All the proposals found to have complied with all the requirements for submission of proposal shall be declared responsive by the evaluation committee
- 2.7.3 Each responsive proposal will be given a technical score (ST). Any technical proposal which fails to achieve the total minimum score indicated in the appendix to the information to tenderers shall be rejected at this stage and will not proceed to the next stage of evaluation. The respective financial proposal will be returned to the individual consultant unopened.

## 2.8 Opening and Evaluation of Financial Proposals

- 2.8.1 After completion of the evaluation of Technical proposals the procuring entity shall notify the individual consultants whose proposal did not meet the minimum technical score or were declared non responsive to the RFP and terms of reference. The notification will indicate that their financial proposals shall not be opened and will be returned to them un opened after the completion of the selection process and contract award. At the same time, the procuring entity shall simultaneously notify the consultants who have secured the minimum technical score that they have passed the technical qualifications and inform them the date and time set by the procuring entity for opening their financial proposal. They will also be invited to attend the opening ceremony if they wish to do so.
- 2.8.2 The financial proposals shall be opened by the procuring entity in the presence of the individual consultants who choose to attend the opening. The name of the individual consultant, the technical score and the proposed fees shall be read out aloud and recorded. The evaluation committee shall prepare minutes of the opening of the financial proposals.
- 2.8.3 The formulae for determining the financial score (SF) unless an alternative formula is indicated in the appendix to the information to tenderers shall be as follows:

$S_f = 100 \times \frac{f_m}{f}$  where,  
S<sub>f</sub> is the financial score  
F<sub>m</sub> is the lowest fees quoted and  
F is the fees of the proposal under consideration.

The lowest fees quoted will be allocated the maximum score of 100

- 2.8.4 The individual consultants proposals will be ranked according to their combined technical score (st) and financial score (sf) using the weights indicated in the appendix to the instructions to consultants. Unless otherwise stated in the appendix to the instructions to consultants the formula for the combined scores shall be as follows;

$$S = ST \times T\% + SF \times P\%$$

Where,  
S, is the total combined scores of technical and financial scores

St is the technical score  
Sf is the financial score

T is the weight given to the technical proposal and  
P is the weight given to the financial proposal

Note  $P + T$  will be equal to 100%

The individual consultant achieving the highest combined technical and financial score will be invited for negotiations.

## **2.9 Negotiations**

- 2.9.1 Negotiations will be held at the same address indicated in the appendix to the information to consultants. The purpose of the negotiations is for the procuring entity and the individual consultant to reach agreements on all points regarding the assignment and sign a contract.
- 2.9.2 The negotiations will include a discussion on the technical proposals, the proposed methodology and work plan, staff and any suggestions made by the individual consultant to improve the Terms of reference. The agreed work plan and Terms of reference will be incorporated in the description of the service or assignment and form part of the contract.
- 2.9.3 The negotiations will be concluded with a review of the draft contract. If negotiations fail, the procuring entity will invite the individual consultant whose proposal achieved the second highest score to negotiate a contract.

## **2.10 Award of Contract**

- 2.10.1 The contract will be awarded before commencement of negotiations. After negotiations are completed the procuring entity will promptly notify the other individual consultants that they were unsuccessful and return the financial proposals of the individual consultants who did not pass technical evaluation.
- 2.10.2 The selected individual consultant is expected to commence the assignment on the date indicated in the appendix to the information to consultants or any other date agreed with the procuring entity.

## **2.11 Confidentiality**

- 2.11.1 Information relating to evaluation of proposals and recommendations of contract award shall not be disclosed to the individual consultants who submitted the proposal or to other persons not officially concerned with the process, until the winning individual consultant has been notified that he/she has been awarded the contract.

**APPENDIX "A"**

**Clause Reference**

2.1.1 The name of the Client is: **NATIONAL SOCIAL SECURITY FUND  
P.O. BOX 30599 – 00100  
NAIROBI.  
Tel. 2729911/2832451**

The method of selection is: **Quality Cost Based Selection (QCBS).**

2.1.2 Technical and Financial Proposals shall be prepared separately

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

- Employee Happiness and Work Environment Survey for the Year 2019/2020
- To establish the employee happiness levels and work environment status.
- The findings will form the basis for further improvement actions in the next performance year (2020/2021) and beyond

2.5.4 The proposal submission address is:

**The Managing Trustee  
National Social Security Fund  
P.O. Box 30599-00100  
NAIROBI.**

2.5.2 And Should be deposited in the Tender Box situated on the 2<sup>nd</sup> floor, reception area, Block 'A' Western Wing, Social Security House, Bishop Road Nairobi, **on or before 12.00 Noon on 2nd June, 2020**

**Proposals Ref. Number:- RFP No. NSSF/19/2019-./2020.**

2.6.1 The evaluation of Technical Proposal will be as follows:-

**(a) Preliminary evaluation of open proposals**

The evaluation committee shall first conduct a preliminary evaluation to determine whether –

- i) the proposal has been submitted in the required format as per the invitation and proposal instructions;
- ii) the proposal has been signed by the person lawfully authorised to do so;
- iii) the required number of copies of the proposals have been submitted as per the invitation and proposal instructions;
- iv) the proposal is valid for the period required as per the proposals instructions.

### Mandatory requirements

- i) Certificate of Company incorporation / Firm Registration
- ii) Copy of a Valid NSSF Compliance certificate
- iii) Copy of a Valid Tax Compliance Certificate from Kenya Revenue Authority.
- iv) Details of Directorship/Ownership (Attach CR12 or Business Name Certificate).
- v) Completed Confidential Business Questionnaire (CBQ)
- vi) Attach copy of Business Permit as proof of location.
- vii) Duly filled Tender Securing Declaration Form.

**Proposals which do not satisfy any of the above requirements shall be rejected.**

### (b) Technical Evaluation

			Points
<b>1.</b>		<b>The firms general experience in carrying out surveys in a similar organization.</b>	
	<b>a.</b>	Provide three (3No) clients (past and current) that can demonstrate your experience in the last five years <b>(2015 - 2019)</b> on similar nature of assignments ( <i>most preferably employee satisfaction and Work Environment Survey/ customer satisfaction and market needs survey/Corruption Perception</i> ). Attach evidence in form of contracts or Award letters each client. <b>(the said three assignments must be those whose billing is at least KES.1, 000,000.00 with full contact as well as physical address). (Each 7 points) (Total 21 points)</b>	<b>21</b>
	<b>b.</b>	<b>Recommendation Letters</b> Provide current (last 12 months) recommendation letters from the firms mentioned in "A" above. <b>(Each 3 points )(Total 9 points) Due diligence will be carried out to verify the information presented.</b>	<b>9</b>
<b>2.</b>		<b>Adequacy of the proposed work plan, methodology in responding to the terms of reference. (40 Points)</b>	
	<b>a.</b>	Comment on key Terms of Reference (TOR) and your understanding of the same.	<b>5</b>
	<b>b.</b>	Adequacy of the methodology( pro- rate)	<b>20</b>
	<b>c.</b>	Provide your proposed work plan for carrying out the assignment preferably in relevant gnat charts showing the various timings from the start to the end of the assignment ( pro- rate)	<b>15</b>
<b>3.</b>		<b>Personnel (20 points)</b>	
		Provide at least three key professionally qualified team	

		members for this assignment. Attach detailed CVs of the individual consultants fully signed by both parties and copies of their relevant academic and professional qualification certificates. <b>(20 points)</b>	
	<b>a.</b>	<b>Team Leader: (10 points)</b> Hold a recognized university Business Management Bachelor's degree, preferably a Masters degree in the related field - <b>2 points.</b>	<b>4</b>
	<b>b.</b>	Experience of at least 3 years- <b>2 points and zero for less</b>	<b>2</b>
	<b>c.</b>	Attach copies of the relevant academic and professional qualification certificates. <b>(2 points and zero for no attachment)</b>	<b>2</b>
	<b>d.</b>	Attach detailed CVs of the individual consultants fully signed by both the employee and the employer <b>(2 point and zero for unsigned CV)</b>	<b>2</b>
		<b>Two other key personnel ( 10 points)</b>	
		The other three key personnel shall possess the qualifications mentioned below. <b>(10 points)</b> . Evidence of academic qualifications to be attached. If no evidence – zero marks.	
	<b>a.</b>	A first degree in Business Management/Economics, Finance or related field of study - <b>2 points</b>	<b>4</b>
	<b>b.</b>	At least 3 years of experience – <b>3 points or prorata for less experience</b>	<b>3</b>
	<b>c.</b>	Attach copies of the relevant academic and professional qualification certificates. <b>(1 point and zero for no attachment)</b>	<b>2</b>
	<b>d.</b>	Attach detailed CVs of the individual consultants fully signed by both the employee and the employer <b>(0.5 point and zero for unsigned CV)</b>	<b>1</b>
<b>4.</b>		<b>Business Support (10 points)</b>	
	<b>a.</b>	Availability of Professional Indemnity cover (attach copy) – <b>(5 points)</b>	<b>5</b>
	<b>b.</b>	<b>Evidence of Financial Resources</b> (cash in hand, lines of credit, over draft facility as confirmed by a letter from the appointed bankers. – <b>(5 points)</b> ).	<b>5</b>
		<b>Total Score</b>	<b>100</b>

2.7.3 The minimum total technical score required to pass is: **75 points and any proposal that fails to achieve shall be rejected.**

2.8.4 The weights given to the Technical Score (T) and Financial Score (F) Proposals are:

$$T = 0.80$$

**F = 0.20**

### **SECTION III - SPECIAL CONDITIONS AND TERMS OF REFERENCE (TOR) FOR EMPLOYEE HAPPINESS AND WORK ENVIRONMENT SURVEY 2019-2020**

#### **1.0 Background Information**

The National Social Security Fund (NSSF) was established in 1965 by an Act of Parliament (CAP 258 of the Laws of Kenya) in order to administer a provident fund scheme for all workers in Kenya. Initially, the Fund operated as a government department under the Ministry of Labour but as its membership grew and its operations became complex, the NSSF Act was amended in 1987 to transform it into an autonomous State Corporation. Since 1988, the Fund has been operating under a Board of Trustees, which is constituted by representatives of three key stakeholders: Government, employers and workers.

The mission of NSSF is to provide adequate income replacement to members, through prudent investments and prompt payment of benefits.

Happiness is a feeling of contentment that life is just as it should be. It comes when you feel satisfied and fulfilled. Happiness is a feeling of pleasure and positivity. When someone feels good, proud, relieved or satisfied about something that person is said to be happy. Feeling happy may help people relax and smile. One can be happy even if his wants are not met while we can be satisfied without necessarily being happy.

Happiness at work is a mind-set, which enables employees to maximise their performance and achieve their potential. An important part of this happiness is the emotional commitment or engagement that employees develop towards the institution, its values, and its mission.

In the previous CSP (2014-2019) NSSF carried out employee satisfaction surveys every year. In the current CSP (2019-2022) it has committed itself to carry out employee happiness survey in which a baseline survey is to be carried out in 2019-2020 financial year.

Against this background, NSSF intends to acquire the services of a consultant to determine the level of Employee happiness as a baseline survey and Work Environment status and recommend remedial actions so as to improve the same.

#### **2. Objective of the Consultancy**

The main objective of the consultancy/research assignment will be to establish the employee happiness levels and work environment status. The findings will form the basis for further improvement actions in the next performance year (2020/2021) and beyond.

The specific objectives are:

- a) To determine the level (in percentage terms) of employee happiness index through various criteria.
- b) To determine the work environment index (in percentage terms)

### 3. **Scope of the Work/ TOR**

The consultancy services shall include preparation of a comprehensive report that will cover, but not limited to, the following areas:-

1. To establish the base line happiness index in the Fund.
2. To establish the extent to which the leadership team of the Fund is accessible to the employees.
3. To determine the extent to which employees are happy with career development programs in the Fund.
4. Determine the employee happiness index obtaining at NSSF in relation to:
  - Recognition and Rewards system,
  - Rationalization of emoluments
  - Employee competencies development (i.e. skills/competencies needs assessment programs e.g. Training, promotions etc.),
  - Employee welfare,
  - Recruitment process and job security,
  - Job placements and transfer,
  - Work relationship with both seniors and juniors.
  - Fringe benefits
  - Remunerations and benefits.
  - Adequacy of internal communication,
  - Staffing levels and workload,
  - Harmonization of internal staff relations.
  - Grievance handling procedure
  - Staff welfare and pension scheme
  - Medical care /scheme
  - Disciplinary mechanism
5. Determine the work environment index obtaining at NSSF in relation to:-
  - Physical work environment,
  - Immediate surroundings of the work place including social, psychological, environmental and ergonomic factors.
  - Identify relevant issues affecting work environment and address them.eg availability of working tools/equipment/furniture/amenities,

office cleanliness, office physical/geographical location, (ground floor/upper floors, etc.), office ambience-lighting, etc.

6. Determine what factors make NSSF employees like/delighted about NSSF and what makes them dislike NSSF
7. Determine the overall employee happiness index in percentage terms.
8. Document proposed strategies/recommendations as given by employees to improve employee happiness and work environment index and prepare an action plan with clear time-lines to implement the proposed strategies.

#### **4. Expected Output**

The final product of the survey is expected to be an employee happiness and work environment report detailing areas of concern, proposed remedies or solutions, a happiness index among others. The report will be presented to Managing Trustee as required.

#### **5.0 The Sample**

The study will target employees of NSSF in all the branches, sub-branches and Headquarters. The sample size shall be representative of the employees in the said branches.

#### **6.0 Organization of the Survey**

The NSSF will commission the survey through tender award to one consultant, who will be responsible for producing the survey report. The Consultant will be facilitated in terms of information and other logistical arrangements of NSSF by the Manager, Research & Development Department. The Manager, Research & Development shall supervise the survey on behalf of the Managing Trustee.

#### **7.0 Methodology**

- 7.1 Data collection method will be done through a census whereby all NSSF branches, sub-branches and Headquarters shall be visited. All the staff present on the day of data collection shall be interviewed.
- 7.2 Both qualitative and quantitative approaches to be employed.
- 7.3 A structured questionnaire with pre-coded answers shall be used where applicable to collect information. An interview guide will also be developed.

- 7.4 Questionnaire administration shall be by face to face interviews and in soft with employees not lasting more than 20 minutes per interviewee.
- 7.5 The questionnaire shall be administered by the interviewer
- 7.6 Process of employee happiness measurement:-
- a) Identify the aspects responsible for employee happiness
  - b) Split each aspect into relevant and measurable attributes.
  - c) Sample selection and identification of respondents. Focus group; discussion/ brainstorming sessions and observation.
  - d) Use an agreed questionnaire to interview respondents on how to evaluate NSSF employee happiness and work environment
  - e) Process and analyse data.

## **8.0 Interviewers Calibre**

- i. Consultant/researcher shall employ the services of experienced field interviewers who are rigorously trained on research methodologies and who, for quality control purposes are **preferably all graduates**.
- ii. Prior to data collection exercise; they will undergo a thorough in – house briefing to ensure they achieve the data quality necessary for this survey.

## **9.0 Quality Standards**

- a. Consultant/researcher shall demonstrate commitment to maintaining very high quality in field work through:-
  - i. Deployment of a **supervisor to accompany at least 20% of all interviews**.
  - ii. A further minimum of 30% will be back – checked.
  - iii. A supervisor will check 100% of all data entry.
- b. Consultant/ researcher to demonstrate commitment to overcome cultural/ behavioural issues through:-

- i. Assurance to respondents of confidentiality of the answers they give.
- ii. Assurance to respondents that the interviewers are working for an independent research organization and not part of NSSF.

## **10.0 Analysis**

### a) Qualitative

Data shall be analysed and interpreted. Reference should be made from available secondary data sources relevant to this survey

### b) Quantitative

- I. Data shall be entered using SPSS.
- II. Statistical analysis shall be carried out using the same software to come up with findings guided by the terms of reference and objectives of the survey.

## **11.0 Report Format**

- a) Reports shall provide NSSF with an employee happiness index and shall be issued to NSSF in MS Word both in soft and hard copies.
- b) The management committee of NSSF shall receive an aggregated score comprised of each operation. The report shall clearly indicate which happiness elements are driving the total score or index.

## **12.0 Confidentiality**

The information collected and the resultant findings shall be the property of NSSF and shall not be divulged to any third party without express permission of the organization.

## **13.0 Timing**

The survey is expected to take six weeks to be completed. The effective date shall be agreed during the discussion of the inception report.

#### **14.0 Deliverables**

The deliverables for the assignment shall include:

- a) An Inception report which will include among other things:
  - I. The service delivery responsibilities of NSSF.
  - II. Description of the methodology and tools to be used in carrying out the survey including sample size and questionnaires design.
  - III. A detailed time bound work plan for carrying out the survey, identifying the roles to be carried out by different staff and the different phases of the study.
- b) A draft report which will include:
  - I. The survey results.
  - II. An implementation programme to improve Employee happiness.
- c) The final report

The consultant will submit 30 printed hard copies properly bound (book style), all in colour while the soft copy will be submitted in MS Word on a CD ROM.

#### **15.0 15.Terms of Payment**

One lump-sum payment shall be made after completion of the assignment and upon submission of relevant reports and certified invoice.

**SECTION IV -TECHNICAL PROPOSAL (TP)**

**Notes on the Preparation of Technical Proposal**

The technical proposal shall be prepared and submitted by the consultants.

It shall contain the following:-

- (a) Submission letter
- (b) Particulars of the consultant including Curriculum vitae (CV)
- (c) Comments and suggestions of the consultant on the terms of reference, personnel, facility and other requirements to be provided by the procuring entity.
- (d) Description of the methodology and work plan for performing the assignment
- (e) Any proposed staff to assist in the assignment
- (f) Consultancy services activities time schedule.

*(To be prepared by the consultant as appropriate)*

**1. TECHNICAL PROPOSAL SUBMISSION FORM**

[ \_\_\_\_\_ Date]

To:  
**Managing Trustee  
National Social Security Fund  
P.O Box 30599 – 00100  
Nairobi.**

Ladies/Gentlemen:

We, the undersigned, offer to provide the consulting services for **Employee Happiness and Work Environment Survey for the Year 2019/2020– RFP No. NSSF/19/2019/2020** 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]:

## **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 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; \_\_\_\_\_

**3. COMMENTS AND SUGGESTIONS OF CONSULTANTS ON THE TERMS  
OF REFERENCE AND ON DATA, SERVICES AND FACILITIES TO BE  
PROVIDED BY THE CLIENT.**

---

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. DESCRIPTION OF THE METHODOLOGY AND WORK PLAN FOR  
PERFORMING THE ASSIGNMENT**

---

**5. TEAM COMPOSITION AND TASK ASSIGNMENTS**

**Consultant's Personnel (submit as Appendix B)**

**1. Technical/Professional Staff**

Name	Position	Task

**2. Support Staff**

Name	Position	Task

**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 this 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:**

---

**7. TIME SCHEDULE FOR PROFESSIONAL PERSONNEL**

**Days (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 Days

**Reports Due:** \_\_\_\_\_

**Activities Duration:** \_\_\_\_\_

**Signature:** \_\_\_\_\_  
(Authorized representative)

**Full Name:** \_\_\_\_\_

**Title:** \_\_\_\_\_

**Address:** \_\_\_\_\_

**8. ACTIVITY (WORK) SCHEDULE**

(a). Field Investigation and Study Items

[1<sup>st</sup>, 2<sup>nd</sup>, etc, are Description of Actual Services Provided by Your Staff:]

Narrative Description of project: **Days from the start of assignment)**

	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	5 <sup>th</sup>	6 <sup>th</sup>	7 <sup>th</sup>	8 <sup>th</sup>	9 <sup>th</sup>	10 <sup>th</sup>	11 <sup>th</sup>	12 <sup>th</sup>	etc
<b>Activity (Work)</b>													
_____													
_____													
_____													
_____													

(b). Consultant’s Reporting Obligations (submit as Appendix C)

Completion and Submission of Reports

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

**SECTION V- FINANCIAL PROPOSAL (FP)**

**Notes on the Preparation Financial Proposal**

The financial proposal shall be prepared and submitted by the consultants. It shall contain the following.

- (a) Submission letter indicating total fees
- (b) Summary of costs
- (c) Breakdown of fees per activity
- (d) Breakdown of reimbursable costs/expenses per activity
- (e) Miscellaneous expenses

*(to be prepared by the consultant as appropriate)*

**1. FINANCIAL PROPOSAL SUBMISSION FORM**

\_\_\_\_\_ [ Date]

**To:**  
**Managing Trustee**  
**National Social Security Fund**  
**P.O Box 30599 – 00100**  
**Nairobi.**

Ladies/Gentlemen:

We, the undersigned, offer to provide the consulting services for **Employee Happiness and Work Environment Survey for the Year 2019/2020– RFP No. NSSF/19/2019/2020.....(RFP)** in accordance with your Request for Proposal dated \_\_\_\_\_ and our Proposal.

Our attached Financial Proposal is for the sum of \_\_\_\_\_  
( \_\_\_\_\_ )  
[Amount in words and figures] inclusive of the taxes and shall remain valid for 90 days from the opening date of the proposals.

We remain,

**Yours sincerely,**

\_\_\_\_\_ [Authorized Signature]:

\_\_\_\_\_ [Name and Title of Signatory]:

\_\_\_\_\_ [Name of Firm]

\_\_\_\_\_ [Address]

**2. SUMMARY OF COSTS**

<b>Costs</b>	<b>Currency(ies)</b>	<b>Amount(s)</b>
<b>Subtotal</b>		
<b>Taxes</b>		
<b>Total Amount of Financial Proposal</b>		_____

**3. BREAKDOWN OF PRICE PER ACTIVITY**

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

**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				
(i)				
(ii)				
<b>Grand Total</b>				

**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			
	<b>Grand Total</b>				_____

**6. MISCELLANEOUS EXPENSES**

Activity No. \_\_\_\_\_ Activity Name: \_\_\_\_\_

No.	Description	Unit	Quantity	Unit Price	Total Amount
1.	Communication costs____ <hr/> (telephone, telegram, telex)				
2.	Drafting, reproduction of reports				
3.	Equipment: computers etc.				
4.	Software				
	<b>Grand Total</b>				<hr/> <hr/>

**SECTION VI - STANDARD CONTRACT FORM**

(Lump-sum payment)

The contract form shall be completed by the procuring entity after the award of the contract and negotiation of the contract. It will be signed by both parties pursuant to the information to consultants' clause 2.9 & 2.10

**STANDARD CONTRACT FORM (SAMPLE)**

**(Lump-sum payments)**

This Agreement, [hereinafter called “the Contract”) is entered into this \_\_\_\_  
\_\_\_\_\_ [insert starting date of assignment], by and between.

\_\_\_\_\_ [insert Client’s name] of [or whose registered  
office is situated at] \_\_\_\_\_ [insert Client’s address]  
(hereinafter called “the Client”) of the one part AND

\_\_\_\_\_ [insert Consultant’s name] of [or  
whose registered office is situated at] \_\_\_\_\_  
\_\_\_\_\_ [insert Consultants address ] (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 Service, “which is made an integral part Of this Contract.
  - (ii) The Consultant shall provide the personnel listed 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 \_\_\_\_\_ [insert starting date] and through to \_\_\_\_\_ [insert completion date], 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 \_\_\_\_\_ [insert amount]. This amount has been established based on the understanding that it includes all 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 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 \_\_\_\_\_ [insert name] 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

Full name \_\_\_\_\_

Title \_\_\_\_\_

Signature \_\_\_\_\_

Date \_\_\_\_\_

For the Consultant

Full name \_\_\_\_\_

Title \_\_\_\_\_

Signature \_\_\_\_\_

Date \_\_\_\_\_

## TENDER SECURING DECLARATION FORM

Date: .....

Tender No.....

To: National Social Security Fund

We, the undersigned, declare that:

1. We understand that, according to your conditions, bids must be supported by a Tender Securing Declaration.
2. We accept that we will automatically be suspended from being eligible for bidding in any contract with the Purchaser for the period of time of *12 months* starting on the proposed commencement date of the contract, if we are in breach of our obligation(s) under the bid conditions, because we:
  - (a) have withdrawn our Bid during the period of bid validity specified by us in the Bidding Data Sheet; or
  - (b) having been notified of the acceptance of our Bid by the Purchaser during the period of bid validity, (i) fail or refuse to execute the Contract, if required, or (ii) fail or refuse to furnish the Performance Security, in accordance with the Instructions to Tenderers.
3. We understand this Tender Securing Declaration shall expire if we are not the successful Bidder, upon the earlier of (i) our receipt of a copy of your notification of the name of the successful Bidder; or (ii) twenty-eight days after the expiration of our Bid.
4. We understand that if we are a Joint Venture, the Tender Securing Declaration must be in the name of the Joint Venture that submits the bid. If the Joint Venture has not been legally constituted at the time of bidding, the Tender Securing Declaration shall be in the names of all future partners as named in the letter of intent.

Signed: .....*[insert signature of person whose name and capacity are shown]* In the capacity of *[insert legal capacity of person signing the Bid Securing Declaration]*

Name: .....*[insert complete name of person signing the Tender Securing Declaration]*

Duly authorized to sign the bid for and on behalf of: *[insert complete name of Bidder]*

Dated on \_\_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_ *[insert date of signing]*

## **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 ..... E mail  
.....

Nature of Business  
.....

Registration Certificate No.  
.....

Maximum value of business which you can handle at any one time – KES.  
.....

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 KES .....

Issued KES .....

Given details of all directors as follows

Name	Nationality	Citizenship Details	Shares
1.....			
2.....			
3.....			
4.....			
5.....			

