



P.O Box 30089-00100

NAIROBI

Tel 0741088144

Email: [info@estateagentsboard.co.ke](mailto:info@estateagentsboard.co.ke)

Website: [www.estateagentsboard.or.ke](http://www.estateagentsboard.or.ke)

Survey of Kenya,  
Old Building,  
Ground Floor,  
Along Thika Road

Dear Sir/Madam,

**RE: REQUEST FOR PROPOSAL (RFP) - PROVISION OF CONSULTANCY SERVICES  
FOR STRATEGY FORMULATION**

Estate Agents Registration Board (EARB) is the regulatory body for real estate agency practice in Kenya. EARB derives its mandate from Estate Agents Act, 1984 Cap 533 which was operationalized in 1987. The mandate of the Board is to register estate agents and ensure that the competence and conduct of the practicing agents are of a standard sufficiently high for the protection of the public.

EARB invites sealed Proposals from eligible and competent registered firms/individuals for the PROVISION OF CONSULTANCY SERVICES FOR STRATEGY FORMULATION. More details on the services are provided in the attached Terms of Reference.

A firm will be selected under Quality and Cost Based Selection (QCBS).

Bidders submitting the RFP should be able to demonstrate and substantiate through their references and profiles that they have the requisite experience, capability and capacity both technically and financially to execute the assignment.

The Technical and Financial proposals should be submitted separately as two separate documents, each as an individual e-mail attachment submission; and must also be password protected documents in PDF format. The password for each of the two respective documents will be formally requested for once the evaluation committee convenes.



The Technical Proposal subject e-mail shall be clearly marked “TECHNICAL PROPOSAL FOR STRATEGY FORMULATION CONSULTANCY – [NAME OF FIRM/INDIVIDUAL BIDDER]” and the Financial Proposal clearly marked “FINANCIAL PROPOSAL FOR STRATEGY FORMULATION CONSULTANCY – [NAME OF FIRM/INDIVIDUAL BIDDER]”.

**NOTE: Late bids will not be accepted.**

Technical proposals will be evaluated, thereafter and only firms/individuals who meet the minimum technical score will be formally invited for financial proposals opening in accordance with the RFP Criteria.

RFP Documents addressed as indicated below should be Addressed to the Registrar, Estate Agents Registration Board and submitted by [email to: info@estateagentsboard.co.ke](mailto:info@estateagentsboard.co.ke) by 16<sup>th</sup> July 2021, 11.00am Kenyan time.

The Board reserves the right to terminate this process at any stage without explanation and to accept or reject any bid. Only successful bidder/s will be notified.

Yours faithfully,

Rose Nabiswa,

**Registrar**

**Estate Agents Registration Board**

**IMPORTANT NOTICE AND INFORMATION TO BIDDERS**

The information contained in this RFP, except where the context requires otherwise, has been based on the assumption that the proposed assignment is implemented as described herein. Whilst EARB considers that the assumptions on which this document is based are reasonable, it must be recognized that the reliance that you place on them is a matter of commercial judgment for the bidders alone.

1. This RFP is confidential and personal to you. It is provided to you on the understanding that it is not to be duplicated or distributed to any other person (s) or institution (s).
2. The Bidder shall be deemed to have carefully examined all of the terms, conditions and requirements of this RFP, and also to have fully informed itself as to all conditions affecting this assignment. Failure to do so is at the Bidder's risk, and no claim will be considered at any time for reimbursement of any expenses incurred as a result of any misunderstanding with regard to the conditions imposed by this RFP.
3. Unless the context otherwise requires, words importing one gender include all other genders and words importing the singular include the plural and vice versa.
4. Bidders are advised to submit a declaration statement of not engaging in corrupt activities.
5. Bidders are advised that they are required to serialize the pages of their RFP document and submit the number of copies stated under instructions to bidders' section.

**NOTES:**

- 1.0 Any reference to a statutory provision shall be deemed to include a reference to any statutory modification or re-enactment of it.
- 2.0 The Word Proposer/Consultant/ Tenderer/ Bidder/ Service Provider in this RFP means the same—The consultant.

## **TERMS OF REFERENCE**

**SECTION 2** – Terms of Reference for the Provision of Consultancy Services for Strategy formulation

### **2.0 Introduction and Background**

As per the provisions of the ACT cap 533, the Board has the responsibility of registering Estate Agents and ensuring that competence and conduct of practicing estate agents are of high standards.

### **Objective and scope of the Consultancy**

The principal aim of the consultancy is to assist in shaping the next cycle of EARB Strategic Plans to cover the next planning horizon. This will give the board the road map and guide any future strategic plans to assist in identification of challenges, lessons learnt and key success factors. The Terms of Reference for the consultancy is to work with the EARB and the secretariat to come up with a strategic plan by undertaking situational analysis, reviewing the corporate governance structure, membership composition and development of appropriate structures and policies as may be relevant to guide the board going forward

### **Consultant's tasks**

The specific tasks to be carried out are as indicated below:

1. Review any existing documents relevant to the development of the expected deliverables;
2. Have sessions and workshops as appropriate with the Board and secretariate and or required stakeholders; and any other relevant stakeholders to understand the vision and guidance;
3. Identifying key assumptions, risks and mitigations to be factored in;
4. Design and develop draft strategic Plan in line with the scope of work above and TOR;
5. Incorporate the workshop/session's comments and finalize the Strategic Plan document;
6. Development of organizational structure aligned to the Board's core mandate and corporate goals by undertaking a functional analysis
7. Determine optimal staffing levels and development of a staff establishment
8. Development of an appropriate board training programme as per corporate governance

9. Develop a salary structure to attract and retain suitably qualified staff in the Board and training needs
10. Development of career progression guidelines with a view to developing clear job descriptions and appointment specifications
11. Development of a human resource and procedure manual and align it with the existing labour laws and other statutes
12. Development of a performance management and appraisal guidelines and forms
13. Development of a Procurement Policy and procedure manual;
14. Develop a Finance Policy and Procedures manual
15. Develop and recommend an ICT policy; and
16. Performance management contract for employees
17. Develop transition guidelines to the new structures
18. Draft corporate implementation action and M&E plans as guided by KPIs and performance framework; and
19. Present and submit final Strategic Plan documents to the Board and secretariate for adoption.

### **Output/deliverables**

The key output from this assignment will be:

1. Detailed (work and methodology);
2. Policies and procedure documents
3. Organisational structure
4. Draft and final Strategic Plan document

### **Timeline**

Please provide a detailed work plan with timelines.

### **Improvement of TOR**

Any improvement on TOR will be highly appreciated.

### 3. EVALUATION CRITERIA

#### Mandatory/Statutory Requirements

1. Must be provided by the consultant/bidder failure to which the bid shall not be progressed to Phase

#### **Must submit certified copies of the following documents: -**

- 1) Valid tax compliance certificate
- 2) Pin certificate
- 3) Certificate of business registration / incorporation
- 4) List of directors and respective shareholding.
- 5) Must submit declaration statement form of not engaging in corrupt activities
- 6) At least four (4) business references

Parameters	Specific item of consideration	MARKS
The consultant must demonstrate experience in undertaking significant and similar assignments in provision of strategy formulation in the last 5 years	Please highlight no more than four (4) critically relevant organizations/clients. Provide evidence of the four engagements by attaching proof of copy of contract/LSO (with contact details of the respective clients. Please attach a letter authorizing EARB that it may confirm the details of the references if it deems it appropriate	8 marks
<b>2. qualifications and experience of key staff</b>		<b>18 marks</b>
	Team leader must have a degree in relevant field and an MBA Related professional qualifications e.g. (BSC certification,) change management etc. Over 5 years of experience in the field of strategy both (consulting and industry execution experience)	3 marks 5 marks 10 marks
Other staff qualification and experience	Respective support staff should possess A relevant business-related degree	5 marks



	Professional qualification in relevant fields At least 3 years of relevant experience (at least 2 more staff)	
Methodology and work plan (no more than 10 pages)	Detailed information on how the consultancy will be executed	15 marks
Financial capability	Consultants to provide 6 months bank statements of a letter of recommendation from a reputable bank	4 marks
Oral presentation	Presentation by the consultants on how they intent to execute the assignment	20 marks
<b>Total score technical</b>		<b>70 MARKS</b>

**Technical pass mark 60%**