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**Limuru Country Club**

P.O. Box 10,00217

Limuru, Kenya

## REQUEST FOR QUOTATION (RFQ)

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For: Job Evaluation

Client: Limuru Country Club

Date Issued: 5<sup>th</sup> February 2026.

RFQ Reference: LCC/001/2026/HR

### 1. Introduction

Limuru Country Club is located just 25 kilometers (15 miles) from Nairobi, surrounded by luxurious green tea fields stretching for miles on either side of the local roads. The drive takes you up the Uplands Escarpment as the countryside begins its ascent towards the Aberdare Mountain Range.

The Limuru Country Club (LCC) has been in existence since 1926, when it was established by colonial settlers near Brackenhurst. The Club opened its first nine holes at the current location in 1949, while the second nine holes were opened in 1952. The gymkhana facilities were opened between 1956 (bowling green) and 1959 (cricket).

The club's facilities include: an 18-hole golf course; lawn bowling; tennis courts; cricket pitch; squash court; swimming pool; pool table; bar and restaurant; conference/workshop facilities, and a scenic walking path.

To support the successful implementation of its **2024–2030 strategic plan**, Limuru Country Club seeks to engage a consulting firm to undertake a comprehensive Job Evaluation (JE) exercise.

The Job Evaluation exercise is intended to establish the relative worth of jobs within the Organization, ensure internal equity, support transparent grading structures, and provide a sound basis for remuneration, career progression, and workforce planning.

To this end, the Organization invites qualified and experienced consulting firms to submit proposals for the provision of Job Evaluation consultancy services.

The assignment will focus on conducting a comprehensive skills audit to assess existing staff competencies and identify capacity gaps, while reviewing and updating job descriptions to align evolving roles with the organization's strategic priorities. It will also advise on job restructuring to enhance efficiency and performance and provide expert guidance on compensation structures and job grading frameworks.



The consultancy is expected to bring strategic insights and practical solutions that align HR processes and structures with the organization's future direction. The ideal partner will demonstrate strong expertise in human resource management, organizational design, and change management. This will ensure that Limuru Country Club is equipped with the right talent, structures, and systems to deliver on its mission in the coming strategic period.

## 2. OBJECTIVES OF THE ASSIGNMENT

The overall objective of the assignment is to design and implement a robust, defensible, and equitable Job Evaluation framework that reflects the Club's strategy, structure, and operating environment.

The specific objectives are to: -

- Determine the relative value of jobs through a systematic and objective evaluation methodology.
- Establish or validate job grades and job architecture; -
- Promote internal equity and consistency in job sizing; -
- Support alignment between roles, responsibilities, competencies, and remuneration structures; -
- Enhance transparency, governance, and compliance with best practices and applicable labour regulations.

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## 3. SCOPE OF WORK

The Consultant will be required to undertake, at a minimum, the following activities:

### *3.1 Inception and Planning*

- Hold a kick-off meeting with Management and key stakeholders;
- Review organizational strategy, structure, HR policies, and existing grading or remuneration frameworks;
- Develop and submit an inception report detailing methodology, work plan, timelines, and stakeholder engagement approach.

### *3.2 Review and Validation of Job Information*

- Review existing job descriptions and job documentation, including the current organization structure
- Facilitate job analysis sessions, interviews, or questionnaires where required;



- Support Management in updating and validating job descriptions to ensure accuracy and consistency.

### ***3.3 Job Evaluation Methodology***

- Propose a recognized and defensible job evaluation methodology
- Customize the methodology to suit the Club's context and sector.
- Develop or validate evaluation factors, factor definitions, and weighting.

### ***3.4 Job Evaluation Process***

- Train the Job Evaluation Committee and relevant stakeholders on the methodology and process.
- Facilitate and/or conduct job evaluation sessions in a structured and transparent manner
- Document evaluation outcomes, rationale, and scoring.

### ***3.5 Job Grading and Job Architecture***

- Develop or validate a job grading structure based on evaluation results.
- Align job grades with organizational levels and career paths;
- Identify role overlaps, anomalies, and inconsistencies, and propose corrective actions.

### ***3.6 Reporting and Validation***

- Prepare detailed reports on the job evaluation outcomes.
- Present findings to Management and, where applicable, the Board or relevant committees;
- Support validation workshops and incorporate feedback.

### ***3.7 Change Management and Communication Support***

- Provide guidance on communicating the Job Evaluation outcomes to employees.
- Develop key messages and FAQs to support transparency and acceptance;
- Advise on implementation risks and mitigation strategies.

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## **4. EXPECTED DELIVERABLES**

The Consultant shall be expected to deliver the following outputs:

1. Inception Report, including methodology, work plan, and timelines.
2. Validated Job Descriptions.
3. Revised organization structure, if necessary.
4. Job Evaluation Framework and Tools (factors, scoring guides, weighting);
5. Evaluated Job Scores for all roles within scope;
6. Job Grading and Job Architecture Report.



7. Comprehensive Job Evaluation Report detailing process, results, and recommendations;
  8. Management and Board Presentation on findings and outcomes;
  9. Change Management and Communication Support Materials;
  10. Final Assignment Report incorporating stakeholder feedback.
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## 5. DURATION OF THE ASSIGNMENT

The assignment is expected to be completed within a period of six weeks from the date of contract signing. The Consultant shall provide a detailed implementation schedule as part of the proposal.

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## 6. ROLES AND RESPONSIBILITIES

### 6.1 *The Consultant*

The Consultant shall: -

- Execute the assignment in accordance with professional and ethical standards; -
- Deploy suitably qualified and experienced personnel; -
- Ensure confidentiality of all information accessed during the assignment; -
- Work closely with the Organization's designated project team.

### 6.2 *Limuru Country Club*

The Club shall: -

- Provide access to relevant documentation and staff; -
  - Appoint a project focal point and Job Evaluation Committee as agreed
  - Facilitate stakeholder engagement and internal coordination;
  - Review and provide timely feedback on deliverables.
- 

## 7. DELIVERABLES

### **Deliverable 1: Preliminary Report**

The report should include:

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- a) A refined interpretation of the scope of work, reflecting initial consultations with Limuru Country Club and alignment with strategic priorities;
- b) A detailed methodological approach, outlining how the firm intends to carry out the various components of the assignment, such as organizational structure analysis, job mapping, skills audits, and recruitment planning;
- c) A stakeholder engagement plan detailing how key internal stakeholders (e.g. leadership, line managers, staff) will be consulted, involved, and updated throughout the process;
- d) Clear data collection methods, including tools for interviews, document review, staff consultations, and validation of findings;
- e) A realistic and sequenced timeline, showing key milestones, deliverables, and decision points;
- f) Any assumptions, dependencies, or risks that may affect the successful delivery of the assignment, along with proposed mitigation strategies.

### **Deliverable 2: Skills Audit and Workforce Alignment:**

This deliverable entails a comprehensive review of LCC's existing human capital, with the goal of aligning available talent to the new organizational structure and identifying critical skills gaps. It should include:

- a) A thorough audit of existing staff skills and competencies documenting what capabilities the organization currently possesses.
- b) One-on-one staff interviews to assess technical skills, functional expertise, and individual interests or aspirations, forming the foundation for accurate placement and development planning.
- c) Matching existing staff to the newly defined job roles, using a competency-based approach to determine best fit and optimize internal placement.
- d) Placing staff into roles within the new structure where alignment exists, ensuring clarity on job expectations and reporting lines.
- e) Identifying gaps where the organization lacks the necessary skills or capacity to deliver on strategic goals; indicating where new talent needs to be hired or where redundancies may need to be considered.



- f) A complete set of updated and standardized job descriptions for all positions within Limuru Country Club aligned with the 2024–2030 strategy, HR best practices, and Kenyan labour law.
- g) A comprehensive report detailing:
  - i. Competency mapping across departments and functions.
  - ii. A clear analysis of skills surpluses and shortages.
  - iii. Evidence-based recommendations for capacity strengthening, re-skilling, and recruitment.

### **Deliverable 3: Organizational Structure Operationalization (Organogram) and Job Alignment:**

This deliverable entails the translation of the proposed organizational structure into a functional and implementable format. It should include:

- a) A clear interpretation of the revised structure is presented as a detailed organogram that visualizes functional groupings, reporting layers, and collaboration pathways.
- b) The transformation of the structure into defined job roles, ensuring alignment with strategic priorities, operational needs, and Limuru Country Club's collaborative working posture.
- c) A comprehensive list of proposed job roles, reflecting a lean, efficient, and agile organization. The roles will be clearly categorized (e.g. strategic, technical, operational, and support) to guide resourcing and planning.
- d) The alignment of reporting lines, with clear documentation of supervisory relationships to support accountability, clarity in performance management, and streamlined decision-making.

### **Deliverable 4: Develop or review a clear job grading structure.**

This deliverable ensures equitable and competitive remuneration based on the industry standards and legal requirements. This should include:

- a) Propose a revised job grading and salary structure.
- b) Ensure internal equity and consistency in job roles.
- c) Align the remuneration framework with industry and market benchmarks.



- d) Provide a defensible basis for compensation decisions

### **Deliverable 5: Support Staffing Alignment:**

This deliverable supports the implementation of staffing changes arising from the new organizational structure and skills audit, with a focus on clear communication and fairness. It includes:

- a) Presentation of findings to the Management Team to inform internal decision-making and guide next steps in staffing alignment.
- b) Presentation to the Board of Directors for discussion and approval of recommendations related to staffing changes, placements, and/or new recruitment.
- c) Support in communicating with current staff, including guidance on how to provide transparent and compassionate feedback on placements, development opportunities, or transition pathways; ensuring staff feel supported and informed throughout the process.

### **8. CONSULTANT QUALIFICATIONS AND EXPERIENCE**

The successful consultant must meet the following minimum requirements:

- a) Demonstrated institutional expertise in conducting HR audits, skills assessments, organizational design, and job evaluations, with a strong portfolio of similar assignments; preferably within the hospitality industry or Clubs.
- b) A multidisciplinary team with strong credentials in Human Resource Management, Organizational Development, Change Management, or closely related disciplines.
- c) The firm must include among its core team members certified HR professionals, accredited by recognized bodies such as IHRM, SHRM, or CIPD, as a key requirement.
- d) Proven understanding of Club/ Hospitality institutions' operations, governance frameworks, and strategic planning processes in Kenya.
- e) Strong capacity in analysis, report writing, and presentation, with a demonstrated ability to synthesize complex organizational issues into clear, actionable recommendations.
- f) Proven ability to design and facilitate inclusive, participatory processes, engaging a range of stakeholders across departments and leadership levels.

Evidence of completed similar assignments (with references).

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### **9. PROPOSAL SUBMISSION REQUIREMENTS**

Bidders shall submit:



## ***9.1 Technical Proposal***

- An understanding of the assignment, including the consultant's interpretation of the scope and objectives.
- A brief profile of the consulting firm, highlighting relevant qualifications, experience, and key personnel.
- A proposed approach, methodology and work plan for delivering the assignment, including facilitation strategies, staff engagement mechanisms, and outputs, will be documented
- Team composition and CVs of key personnel;
- A summary of at least two recent assignments of similar scope, preferably within the Club/ Hospitality Industry. Please attach two references (with contact details).
- Risk assessment and mitigation measures.

## ***9.2 Financial Proposal***

The financial proposal should be submitted in Kenyan Shillings (KES). The proposal should include the following:

- Detailed cost breakdown, including professional fees and reimbursable expenses;
- Applicable taxes;
- Payment schedule linked to deliverables.

## ***9.3 Mandatory Documents***

- a) Business profiles, including certified copies of the respective Certificate of Incorporation/business registration, alongside current statutory forms not older than 3 months.
- b) Certificate of Registration and valid practicing licenses for all key experts of the team issued by the statutory professional body (certified copy);
- c) Current membership from a recognized and relevant Professional Business Membership Organization.
- d) Valid Tax Compliance Certificate from Kenya Revenue Authority;
- e) Audited financial statements for the last year.

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## **10. EVALUATION CRITERIA**

Proposals will be evaluated based on the following criteria:

- Understanding of the assignment and quality of methodology
- Relevant experience and track record
- Qualifications and competence of the proposed team

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- Financial competitiveness and value for money

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## 11. CONFIDENTIALITY

All information provided by the Organization or accessed during the assignment shall be treated as confidential and shall not be disclosed to third parties without prior written consent.

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## 12. SUBMISSION DEADLINE

Proposals must be submitted no later than 26<sup>th</sup> February 2026.

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Interested consulting firms are invited to submit a comprehensive proposal comprising both a narrative and a financial component as outlined below:

### **Submission Instructions.**

Please submit proposals electronically to:

Email: [winfred.karimi@limurucountryclub.co.ke](mailto:winfred.karimi@limurucountryclub.co.ke)

Cc: [ellena.karingu@limurucountryclub.co.ke](mailto:ellena.karingu@limurucountryclub.co.ke)

Subject Line: RFQ Submission – Limuru Country Club HR

## 13. Notes

- a) Limuru Country Club reserves the right to accept or reject any quotation without providing reasons.
- b) Agencies may be requested to present their proposal in person or via video call.

Prepared by:

Winfred Karimi.

Limuru Country Club