NAIROBI BAPTIST CHURCH

REQUEST FOR PROPOSALS (RFP)

Comprehensive Human Resource (HR) Audit

RFP Reference No.: NBC/HR-AUDIT/2026/001

Date of Issue: 31 August 2026

Proposal Submission Deadline: 21st September 2026

Issued by Nairobi Baptist Church

1. Introduction & Background

Nairobi Baptist Church (NBC) exists to be a worshipping community of the Lord Jesus Christ that is advancing the Kingdom of God through the power of the Holy Spirit with a vision of being a Christ-centred Church; *building* Strong Families; *and* Transformed Nations. NBC has a staff complement of about sixty staff spread across six assemblies (Ngong Road, Ongata Rongai, Kibra, Westlands, Kikuyu, Kitengela), two mission-based health clinics in Kibra and Kwale, and an Investment Company limited by guarantee with two employees. Enclosed is an organizational structure for information.

As NBC continues to grow in staff complement, ministry scope, and operational complexity, the Church seeks to commission an independent, comprehensive Human Resource (HR) Audit. The audit will assess the adequacy, effectiveness, and compliance of current HR policies, systems, and practices, establish consistency between policy and actual practice, and will provide practical recommendations to strengthen HR governance going forward.

NBC is seeking services of a qualified HR consulting firm to submit technical and financial proposals to conduct this audit.

2. Objectives of the Audit

The HR audit is intended to:

a) Assess the extent to which NBC HR policies and practices comply with applicable Kenyan labour laws and regulations

b) Evaluate the effectiveness, consistency, and fairness of HR systems and processes across all departments and entities

c) Identify gaps, risks, and inefficiencies in current HR, including safeguarding practices

d) Assess the consistency, fairness, and integrity of HR decision-making and people management practices across the Church, including recruitment, promotion, remuneration, performance management, discipline, grievance handling, employee exits, and staff welfare.

3. Scope of Work

The audit shall cover, at minimum, the following seven (7) functional areas. Bidders may propose additional areas of value where relevant.

3.1 Legal & Regulatory Compliance

a) Review of compliance with the Employment Act, Labour Relations Act, Occupational Safety and Health Act (OSHA), and all other applicable employment laws

b) Statutory deductions and remittances: NSSF, SHIF/NHIF, PAYE, Housing Levy, and other applicable statutory obligations

c) Work permits, contracts of service, and compliance for any expatriate or missionary staff

d) Review of HR policies against current Kenyan labour law and identification of gaps or outdated provisions

3.2 Recruitment & Onboarding

a) Review of recruitment policies, job descriptions, and approval workflows across NBC and completeness of records

b) Assessment of onboarding and induction processes for new staff

c) Review the promotion processes to assess whether opportunities are appropriately advertised or sourced, candidates are assessed against approved criteria, decisions are adequately documented and authorised, and appropriate qualification, reference, background, conflict-of-interest, and relationship checks are undertaken

d) Review of employment contracts, offer letters, and probation management practices including appropriateness of contract terms, including for Interns and Trainees.

3.3 Compensation & Benefits

a) Review of the salary structure, pay scales, and benefits administration for consistency and equity

b) Assess whether remuneration, salary adjustments, confirmations, promotions, and other compensation decisions are consistently applied in accordance with approved policies and delegated authority

c) Assessment of payroll processing controls and reconciliation practices

d) Review of medical cover, pension/retirement benefits, leave entitlements, and other staff benefits

e) Benchmarking of compensation practices against comparable faith-based and non-profit organisations in Kenya

3.4 Performance Management

a) Review of the performance appraisal system, frequency, and documentation practices

b) Assessment of goal-setting, feedback, and staff development linkages within the appraisal cycle

c) Assess whether job descriptions, key performance indicators (KPIs), performance expectations, and reporting/accountability arrangements are clearly defined and consistently communicated to employees.

3.5 Training & Development

a) Review of training needs assessment processes and annual training plans

b) Assessment of budget allocation and utilisation for staff capacity building

c) Review staff appraisal, career growth, succession planning, and leadership development policies and practices to assess whether employees have appropriate opportunities and pathways for development and progression

3.6 Employee Relations

a) Review the consistency, fairness, and transparency with which disciplinary, grievance, conflict resolution, and other employment decisions are applied across different levels of authority and, where appropriate, across Assemblies and functions.

b) Review recent disciplinary actions, terminations, and non-renewals of contracts to assess whether due process was followed, decisions were objectively supported, and appropriate safeguards were in place to minimise the potential for inconsistent or arbitrary application of HR processes.

c) Assessment of staff communication channels and engagement practices

d) Review the effectiveness of employee reporting, whistleblowing, and non-retaliation arrangements, including the clarity of reporting channels and processes for receiving, recording, triaging, escalating, investigating, and closing concerns where a normal reporting line may be conflicted

e) Review of workplace policies on harassment, discrimination, and code of conduct, with particular sensitivity to the church's ministry context

f) Assess whether HR policies and practices provide appropriate pastoral care and support to employees experiencing trauma or other significant personal or workplace challenges, and whether such provisions are consistently implemented in practice

g) Review recent exit interview reports and other relevant employee exit data to identify key causes and patterns of staff turnover, including concerns relating to management practices, employee treatment, workplace culture, career development, and pastoral care, and assess whether appropriate responses have been taken.

3.7 Record keeping Systems

a) Review of personnel file to assess completeness and storage safety (physical and digital)

b) Assess the adequacy and effectiveness of confidentiality of the HR information systems (HRIS) or manual record-keeping tools currently in use, including any reported or identified breaches of confidentiality, and adequacy of the organization’s response to such breaches

c) Evaluation of data protection practices against the Kenya Data Protection Act, 2019

d) Review of retention and disposal schedules for HR records

3.8 Organizational structure

a) Review of the adequacy of the organizational structure including clarity of roles, reporting lines, delegation of authority and levels decision-making responsibilities

b) Assess the alignment between approved job descriptions, assigned responsibilities, actual workload, and available capacity, including whether roles are appropriately structured, responsibilities are reasonably distributed, role overlaps, gaps, or capacity constraints exist. Where appropriate, recommend adjustments to job descriptions, role design, staffing levels, or workload distribution

c) Review of the system and processes that facilitate accountability, including interface between Elders and Management

4. Expected Methodology

Bidders are expected to propose a methodology that includes, at minimum:

a) Document and policy review (HR manuals, contracts, personnel files, payroll records, statutory filings)

b) Review of a sample of HR decisions and transactions including recruitment, promotion, remuneration, disciplinary decisions, and other relevant employment actions to assess consistency between approved policies and actual practice

c) Key informant interviews with Elders Council, Management, department heads, and a representative sample of staff.

d) Staff survey or focus group discussions, where appropriate, to assess employee relations and engagement

e) Benchmarking against applicable Kenyan legal requirements and comparable faith-based/non-profit sector practices

f) A findings and risk-rating framework, culminating in a prioritised action plan

5. Deliverables

a) Inception report outlining the detailed audit approach, work plan, and timelines

b) Draft HR Audit Report covering all eight scope areas. The report should include:

- Findings, control gaps, risk ratings, and provide clear, prioritised, and practical recommendations for strengthening HR governance and operations
- A HR risk and control matrix highlighting key people-related risks and control gaps
- Proposed revisions on organizational structure, job descriptions and remuneration structure

c) Final HR Audit Report incorporating feedback from Management and Elders Council.

d) An executive summary and presentation of key findings to the Human Resource Committee of the Elders Council.

e) A prioritised, time-bound HR improvement action plan

6. Proposed Timeline

The audit is expected to be completed within an eight (8) week period from contract signing, in line with the indicative timeline below. Bidders may propose an alternative timeline with justification.

Activity	Indicative Timing
Inception meeting and work plan approval	Week 1
Document review and data collection	Weeks 1 – 3
Interviews, surveys and site visits	Weeks 2 – 4
Analysis and draft report preparation	Weeks 5 – 6
Draft report submission and Management review	Week 6
Final report and presentation	Weeks 7 – 8

7. Bidder Qualifications

Interested firms or practitioners should demonstrate:

a) Proven experience conducting HR audits, preferably for faith-based, non-profit, or comparable organisations in Kenya

b) Sound working knowledge of Kenyan labour law, statutory compliance requirements, and the Data Protection Act, 2019

c) Relevant professional qualifications (e.g., IHRM membership) of proposed lead consultant(s) and team

d) At least three (3) references from comparable assignments completed in the last five (5) years

e) Demonstrated understanding of and sensitivity to the values and operating context of a church institution

8. Proposal Submission Requirements

Interested bidders should submit a proposal comprising:

a) Technical proposal: firm/consultant profile, proposed methodology, work plan, and team composition with CVs

b) Financial proposal: a detailed, itemised budget inclusive of all applicable taxes

c) Company registration and tax compliance documents (e.g., KRA PIN, Tax Compliance Certificate)

d) Declaration of the company owners by providing a CR12

e) At least three (3) references with contact details for similar past assignments

All proposals must be submitted electronically to:

procurement@nairobibaptist.co.ke

Deadline for Clarification Questions: 10th September 2026 (email above; no phone calls please)

Proposal submission Deadline: 21st September 2026

Late submissions will not be considered.

9. Evaluation Criteria

Proposals will be evaluated on the following weighted criteria:

Criteria	Weight
Relevant experience and track record in HR audits	25%
Quality and rigour of proposed methodology and work plan	25%
Qualifications and composition of the proposed team	20%
Understanding of the faith-based/non-profit organisational context	10%
Financial proposal (cost-effectiveness and value for money)	20%

10. Confidentiality and Ethics

Nairobi Baptist Church expects all bidders to maintain the highest standards of confidentiality, professionalism, and ethical conduct. Real or perceived conflict of interest must be disclosed. The selected firm will be required to sign a Non-Disclosure Agreement (NDA) before commencing the assignment.
All submissions and engagements related to this RFP will be handled with strict confidentiality.

11. General Conditions

a) NBC reserves the right to accept or reject any proposal, and to annul the RFP process, without incurring liability to affected bidders

b) Costs associated with proposal preparation and submission shall be borne entirely by the bidder