



**REQUEST FOR PROPOSAL (RFP) FOR CONSULTANCY SERVICES**

**TO UNDERTAKE DEVELOPMENT OF MEDS STRATEGIC PLAN FOR THE PERIOD  
2023-2027**

**RFP #: MEDS/RFP/004/2022**

**Release Date: 11<sup>th</sup> May 2022**

**Closing Date: 20<sup>th</sup> May 2022, AT 5.00PM EAT**

# **Terms of Reference**

## **MEDS NEW STRATEGIC PLAN DEVELOPMENT**

### **Preamble**

MEDS is a World Class non-profit organization owned by ecumenical partnership between KCCB & CHAK dealing with procurement, warehousing and distribution of Health Products and Technologies (HPTs) in addition to supply of Medical equipment and offering Health Advisory Services and Quality Assurance Services. MEDS is accredited to various international and local regulatory bodies (WHO, USAID-OFDA, DG-ECHO and ISO) and serves various market segments including the FBOs, GOK, Counties, NGOs, privates and Foreign markets thus playing a very pivotal supply chain role and supporting the effort of Government in Universal Health Coverage under the big four agenda and supporting humanitarian efforts by NGOs and other FBO supply chain players outside Kenya.

### **Objectives of the Assignment**

MEDS is in the process of embarking on a new 5-years strategic plan and has set out excellence execution/operation excellence as one of the key drivers to complete the ending strategic plan. As such, we are seeking a consultant to lead the MEDS team through desk review of milestones accomplishment per department and section in the current ending strategic plan, a 5-days' workshop to help the greater MEDS team (Board of Directors, Trustees & Management Team) to formulate a new strategic plan for year 2023-2027 envisioning the dream of the trustees and directors in taking MEDS to the next level of full scale manufacturing, growth, expansion (deepening reach) and sustainability.

### **Scope of Work**

The Consultant will make necessary preparations, including producing all material needed for the Strategic Plan formulation retreat, in consultation with the MD's office or designate, and facilitate the Board of Directors and Trustees

retreat to be held at a venue in Coast region in Kenya. The consultant will also produce a succinct draft Strategic Plan for review and inputs by Board and Management Team and will be then be required to furnish the management with a polished document there afterwards within the agreed timelines.

The consultant will help the MEDS team to identify the myriad of priorities and arrive at a blue-print that is driven by operational excellence. The envisioned scope of work for the entire process covers **15 days** and is summarized as follows;

- a) Stakeholder mapping (clients, regulatory bodies, suppliers, bankers etc), analysis and engagements in view of the current ending SP and up-coming New Strategic Plan- **5 days**
- b) Prepare for the Strategic Plan Retreat by review all necessary documents (Strategic Plan 2018-1022, Business Plans etc) to understand the goals and objectives of the institution
- c) Develop an agenda and engagement structure for the Strategic Plan Retreat
- d) Facilitate the **5-days** Strategic Plan retreat to help the team to:
  - i. To conduct SWOT analysis of the organization in relation to overall SP performance /Implementation of the Strategic Plan Milestones
  - ii. To conduct external analysis using PESTLE in order to identify determinants of succeeding MEDS to the next level of performance and growth (Dynamic environment including emerging health priorities like UHC, Stiff Competition coupled with Shifting Customer Loyalty with the aim of defining the anticipated scope for the next 5 years including but not limited to identification of priorities and key drivers for excellent execution)
  - iii. Engender creativity and synergy around problems or future strategic directions with focus on expansion and full scale domiciled manufacturing aspect
  - iv. Develop the first draft and final polished document of the Year 2023-2027 Strategic Plan-**3 days**
  - v. Develop a simplified and summarized business plan with annual milestones derived from the comprehensive strategic plan- **2 days**

## **Major Deliverables and Milestones**

Noting that flexible and adaptive support will be built into this work, the major deliverables envisioned are listed below:

- a) Proposed approach aligned to the Scope of Work.
- b) Facilitate the five-day's strategic plan retreat.
- c) Summary report for the retreat highlighting key strategic priorities, key drivers for excellent execution and a Five-Years Blue-Print/strategic Plan with a simplified business plan encompassing dis-aggregated annual and quarterly milestones for excellent execution.

## **Duration of the Contract**

This duration of this contract is a **15 days** (staggered based on SP development road map) inclusive of the strategic plan retreat/workshop. The Strategic Plan Retreat is scheduled for 5<sup>th</sup> September to 9<sup>th</sup> September 2022.

## **Reporting/Management**

The lead consultant will report to the MD or a designate.

## **Qualifications and team profile**

We anticipate that the individual Lead Consultant(s) or Firm will have a team who possess the following academic qualifications, skills and experience:

- a) At least a Master's degree in Economics, Business, Public Finance, Health or related field. Additional academic qualifications in leadership studies is desired;
- b) Minimum of 15 years' experience in strategy development, Resource mobilization and executive leadership and governance expertise in health care industry  
Preferably dealing with Big Local FBOs and international environment;
- c) Extensive experience in designing and facilitating strategic plan retreats especially for senior leaders in the FBOs health care sector and in international development organizations;
- d) An expert in helping teams deal with complicated issues in a way that optimizes participation;
- e) Extensive experience in guiding senior leaders in undertaking transformative organizational change and aligning with emerging realities for sustainability;
- f) Demonstrated skills in building consensus among multiple partners around complex and sensitive issues, and in identifying innovative solutions to complex and systemic challenges;

g) Excellent English language skills;

### **Evaluation Criteria**

The technical and evaluation committee will evaluate all the bids competitively based on the set criteria and shall include the user department (Marketing & Strategy).

All members will be bound by the same standards of confidentiality after declaration of conflict of interest.

The consultant should ensure that they fully respond to all criteria to be comprehensively evaluated.

MEDS may request and receive clarification from any consultant when evaluating a proposal. In such event, the technical and evaluation committee may consider such clarifications in evaluating proposals.

In deciding the final selection of qualified bidder, the technical quality of the proposal will be given a weighting of 80% based on the evaluation criteria.

Only the financial proposal of those bidders who qualify technically will be opened. The financial proposal will be allocated a weighting of 20% and the proposals will be ranked in terms of total points scored.

The mandatory and desirable criteria against which proposals will be evaluated are depicted in the table below:

Key areas for Evaluation/ Assessment	Weighted Award
<p><b>Technical Evaluation</b></p> <p><b>Project Relevance</b></p> <ul style="list-style-type: none"> <li>• Extensive experience in designing and facilitating Strategic Plan Retreats especially for senior leaders in the health care sector and in international development organizations;</li> <li>• An expert in helping teams deal with complicated issues in a way that optimizes participation;</li> <li>• Extensive experience in guiding senior leaders in undertaking transformative organizational change for growth and sustainability;</li> <li>• Demonstrated skills in building consensus among multiple partners around complex and sensitive issues, and in identifying innovative solutions to complex and systemic challenges;</li> </ul> <p><b>Experience and expertise</b></p> <ul style="list-style-type: none"> <li>• Previous relevant experience supported by the portfolio of work for a similar scale project.</li> <li>• Proven experience of working with High Level FBOs, institutional donors, foundations and multinationals.</li> <li>• Experience in supporting large international organizations to navigate the strategic goals and priorities.</li> <li>• Extensive business intelligence and understanding of FBOs Health care industry and international development organizations/Foreign Markets.</li> <li>• Evidence of a minimum of three contactable references signed.</li> </ul>	<p style="text-align: center;"><b>50</b></p> <p style="text-align: center;"><b>30</b></p>
<p><b>Financial Evaluation</b></p> <ul style="list-style-type: none"> <li>• Reality to market/value for money based on the assignment (inclusive of any applicable tax).</li> </ul>	<p style="text-align: center;"><b>20</b></p>
<p><b>Total score</b></p>	<p style="text-align: center;"><b>100</b></p>

## **Pricing**

MEDS is obliged by the Kenyan tax authorities to withhold taxes on service contract fees as well as ensure VAT, is charged where applicable. Applicants are advised to ensure that they have a clear understanding of their tax position with regards to provisions of Kenya tax legislation when developing their proposals.

## **Proposal Submission**

Interested and qualified individual consultant(s) or firms are invited to submit their interest and provide the following:

1. Detailed CV of facilitator(s);
2. Approach to performing the assignment;
3. Detailed reference list indicating the scope and magnitude of similar assignments;
4. Financial proposal showing clearly the budgeted cost for the work to be conducted
5. The preferred format for the submission is PowerPoint and Word
6. Technical and Financial proposals will need to be submitted as separate documents

## **Application details**

MEDS is an Equal Opportunity Employer. We shall consider all interested candidates based on merit without regard to race, sex, color, national origin, religion, age, marital status, disability or any other characteristic protected by applicable law.

## **Payment Schedule Post-Award**

MEDS preferable terms of payment is down payment of 40% mobilization fee, then 30% payment after submission of the first draft of the strategic plan and 30% final payment after submission of final polished document. All the above payments will be done based on the local Kenyan currency.

## **Modification or Withdrawal of Bids**

Bidders can only be allowed modification of bids if awarded the tender and if extra works have been introduced, of which were not earlier factored. Withdrawal of bids can only apply at the award stage but afterwards, the bidder will be surcharged/penalized for the remaining scope of work through independent arbitration panel to enable completion of the remaining tasks by any other consultant(s) or firm.

## **Disclaimer**

MEDS reserves the right to determine the structure of the process, number of short-listed participants, the right to withdraw from the proposal process, the right to change this timetable at any time without notice and reserves the right to withdraw this tender at any time, without prior notice and without liability to compensate and/or reimburse any party. Bidders can only be allowed modification of bids if awarded the tender and extra works have been introduced and which were not earlier factored.

## **List of Some Abbreviations**

CHAK-Christian Health Association of Kenya  
KCCB-Kenya Conference of Catholic Bishops  
GOK-Government of Kenya  
FBO-Faith Based Organization  
NGO-Non Governmental Organization  
MEDS-Mission for Essential Drugs & Supplies  
MD-Managing Director  
SP-Strategic Plan



