



**Request for proposals (RFP/JE/001/2023/Job Evaluation Consultancy Services)
RFP/JE/001/2023-Job Evaluation Consultancy Services**

**Provision of Job Evaluation, Salary Survey and Review of Performance Management System
Consultancy Services**

1.0 INTRODUCTION

Mission for Essential Drugs and Supplies (MEDS) is a faith-based health solutions provider founded by ecumenical partnership between the Kenya Conference of Catholic Bishops (KCCB) and the Christian Health Association of Kenya (CHAK). It was founded in 1986 to provide reliable, quality, health products and technologies to church health facilities and to build the capacity of health workers through training. It has grown over time to serve other market segments in the country and beyond.

Over the last three decades, MEDS has grown to shape the Health Products and Technologies supply chain in Kenya and the wider Sub-Saharan Region. This has been achieved through providing reliable, quality, affordable health products and technologies to over 3,000 health facilities. MEDS has also been offering Health Systems Strengthening Programmes for health workers and quality testing services to clients spread over twenty countries. The Organization has grown from a service provider that had a focus only on Faith Based Organization to an in-country supply chain hub that serves other market segments including Counties, NGOs, Humanitarian Aid Organizations, Learning Institutions among others.

At the beginning of the year, MEDS began implementation of its 5-year Strategic Plan (2023-2027). The theme of this Strategic Plan is Consolidation and Growth. It will enable MEDS enter new frontiers given the renewed commitment to institutional strengthening and operational excellence through diversification of services and partnerships with like-minded organizations. In this Strategic Plan, MEDS seeks to retain three core functions namely, Supply Chain & Logistics, Quality Assurance Services and Health Systems Strengthening.

To achieve the outlined initiatives in the new Strategy, the organisation structure needs to be aligned to support the foreseeable growth. This implies a reorganisation of functions that enables process efficiencies, increase in profits and better service to clients. Implementing the new organisational structure is a process and is envisioned to be achieved over time. A job evaluation is therefore recommended to ensure that all positions are filled by people with the requisite qualifications and that their job descriptions are aligned with organisational requirements and the optimised processes.

2.0 INVITATION FOR PROPOSALS

2.1 Through this Request for Proposals (“RFP”), MEDS is seeking to contract a qualified, reputable and experienced firm to develop and undertake Job Evaluation, rationalize functional structures and profile roles to enable the organization assign responsibilities to the human capital, thereby focusing effort on efficient and effective execution of the Strategic Plan for the period 2023-2027.

In addition, the firm will consider best practices with respect to Performance Management Systems (PMS) and related remuneration policies and its implementation at MEDS. Training for all staff and their managers with respect to performance management and the link to remuneration should be included in the implementation plan.

2.2 Sealed Proposals must be delivered to MEDS and dropped into the Tender Box not later than Thursday 31st August 2023 at 4.00 pm.

2.2 The RFP includes the following annexes:

- Annex 1 Terms of Reference
- Annex 2 Requirement for Firm’s Proposals
- Annex 3 Evaluation Criteria
- Annex 4 Company Profile
- Annex 5 Firm’s qualifications
- Annex 6 Timeline
- Annex 7 Model Contract

2.3 The terms set forth in this RFP, including all the annexes listed above, will form part of any contract, should MEDS accept your proposal. Any such contract will require compliance with all factual statements and representations made in the proposal, subject to any modifications agreed to by MEDS in the context of any negotiations entered into it.

3.0 SCOPE OF WORK

3.1 The selected consulting firm will work with MEDS Management to achieve following objectives:

First Objective:

- i. To develop a logical and consistent Job Evaluation framework upon which MEDS can base future job grading decisions;
- ii. The framework will be comprehensive, including competencies and other relevant criteria, and will respond to the new realities of the organisation; and
- iii. It will also be suitable for further expansions of MEDS workforce and roles.

Second Objective

- i. Ensure fairness and equality, in terms of job grading, between staff members currently employed, and in comparison, with newly recruited staff members;
- ii. Undertake an alignment exercise, adjusting the job levels of current staff to address inequities and disparities between roles in the same job family and across the organisation, and fully recognising roles and responsibilities undertaken; and
- iii. To facilitate a smooth transition into the new job evaluation framework.

Third Objective:

- i. Conduct a salary survey to compare MEDS salaries with suitable comparators
- ii. Review existing Compensation Package Structure to align them with economic realities
- iii. Make proposals for adjustments to the salary scales, and draft an implementation plan

Fourth Objective:

- i. Review MEDS current practice with respect to performance management and related remuneration policies and procedures;
- ii. Design and recommend an implementation process for the new system and policy;
- iii. Provide training, mentorship and other support necessary for successful implementation of the Performance Management System and related remuneration policy.

3.2 The key tasks are as follows:

- a) Review of background material on the existing organizational structure, current categorization of staff, classification levels (anomalies/inconsistencies), grading structure and business strategy of each Department/Section within MEDS;
- b) Develop a new or revised job evaluation framework which will include a skills and competency matrix reflecting the required competencies, qualifications and experience required to justify the level at which each position is graded;
- c) Review and revise the job descriptions of all existing positions along with person specifications for the job, to accurately reflect the roles and responsibilities undertaken. This will be done by way of interviews with incumbents, supervisors, peers, higher-level supervisors, if necessary
- d) Review and evaluate all MEDS jobs and determine the grade levels of the posts, comparing functions carried out by incumbents of similar functional titles/ posts and equivalent responsibilities across the organisation
- e) Conduct a salary survey using credible comparators mutually agreed with MEDS Management. Make proposals for adjusting current salary levels and a corresponding implementation plan.
- f) Study relevant reports including but not necessarily limited to: the existing Performance Appraisal System.
- g) Present draft policy and revised performance management procedure and appraisal tools.
- h) Support effective communication and change management throughout the process

3.3 Deliverables

The key expected outputs/deliverables of this exercise will include:

- a) A comprehensive new job evaluation framework that is appropriate for MEDS and allows fair and equitable evaluation of current and future jobs, upholding the principle of equal pay for equal work.
- b) Revised current job descriptions that accurately reflect individual roles and responsibilities.
- c) An evaluation of all current updated jobs, against the new job evaluation framework, with recommendations for job grade alignments.
- d) A change management plan to allow MEDS to implement the recommendations for job grade changes.
- e) A salary survey against which current salaries can be reviewed, and a salary survey methodology that can be used for future surveys.
- f) A revised Performance Management framework and tool of measurement.

4.0 OTHER TERMS

- 4.1 All proposals shall remain valid and open for acceptance for a period of 90 calendar days after the date specified for receipt of proposals. In exceptional circumstances, MEDS may solicit the proposer's consent to an extension of the period of validity. The request and the responses thereto shall be made in writing.
- 4.2 Effective with the release of this Request for Proposal, all communications must be directed only by email to info@meds.or.ke. Proposers must not communicate with any other personnel of MEDS regarding this RFP.
- 4.3 A prospective proposer requiring any clarification of the RFP documents may notify in writing via email address info@meds.or.ke by the specified date and time mentioned below. MEDS will respond in writing to any request for clarification of the solicitation documents that it receives by the due date published below.
- 4.4 The proposals prepared by the proposer and all correspondence and documents relating to the proposal exchanged by the proposer and MEDS, shall be written in English.
- 4.5 Proposers shall submit their proposal in **hard copy**, to MEDS Tender Box. Technical and financial proposals must be submitted simultaneously in separate sealed envelopes with the RFP reference and a clear description of the proposal (technical or financial) by the date and time stipulated. The two envelopes must be sealed in an outer envelope with the RFP reference and title.
- 4.6 Proposal queries must be sent **ONLY** to the address detailed below. Proposal queries sent to other addresses or to individuals will put them at risk of rejection. Proposals sent via any other mode other than physical delivery of proposals **WILL NOT BE ACCEPTED.**

4.7 Technical proposals shall be submitted in one (1) original envelope, clearly marked as technical proposal and must be sealed in a specially marked envelope/package labelled:

**RFP No: RFP/2023/Job Evaluation – Provision of Job Evaluation, Salary Survey and Performance Review Consultancy Services – TECHNICAL PROPOSAL
(name and address of proposer)**

4.8 Financial proposals should be submitted in one (1) original envelope. Financial proposals should be sealed separately in a specially marked envelope labelled:

**RFP No: RFP/2023//Job Evaluation – Provision of Job Evaluation, Salary Survey and Performance Review Consultancy Services - FINANCIAL PROPOSAL
(name and address of proposer)**

4.9 Late proposals

Any proposals received by MEDS after the deadline for submission of proposals prescribed below may be rejected.

4.10 Conflict of Interest

In their proposal, proposers must (i) confirm that, based on their current best knowledge, there are no real or potential conflicts of interest involved in rendering services to MEDS, and (ii) set out their policy on dealing with conflicts of interest should these arise.

4.11 Confidentiality

In their proposal, proposers must include a Confidentiality Statement.

5.0 QUALIFICATION REQUIREMENT

The ideal consultant must provide information indicating that they are qualified to carry out the task. Interested consultants are required to submit applications with the following information.

- i. A brief profile of the Consultant/Firm;
- ii. A description and evidence of relevant experience in carrying out at least (3) three similar assignments in the last (5) five years including names, contact details and references of the clients;
- iii. Availability of appropriate skills among staff, provide CVs of at least two (2) key staff proposed for the assignment;
- iv. Provide a valid Tax Compliant Certificate;
- v. Evidence of registration/incorporation in the domicile country

6.0 TECHNICAL PROPOSAL EVALUATION CRITERIA

6.1 Technical Proposal Evaluation Criteria

The evaluation committee appointed by MEDS Management shall evaluate the proposals on the basis of their responsiveness to the Terms of Reference of the assignment, applying the evaluation criteria as outlined below:

S/No.	Criteria	Points	Total
1.	The Consulting firm/Consultant	10	10
1.1	<i>Profile and experience on similar assignments</i>	5	
1.2	<i>Adequacy of response to the Assignment's Terms of Reference</i>	5	
2.	Methodology	40	40
2.1	<i>Technical approach to the assignment and methodology</i>	20	
2.2	<i>Detailed Work Plan, giving Time Schedule and expected duration</i>	15	
2.3	<i>Organisation, Work Schedule and staffing</i>	5	
3.	Qualification and relevant experience of key staff (Personnel)	50	50
3.1	<i>Lead Consultant</i>	25	
3.2	<i>Other Consultants</i>	20	
3.3	<i>Support Staff</i>	5	
	TOTAL		100

7.0 DURATION OF THE CONSULTANCY

The consultancy is expected to take up to a maximum of two months starting from the date of signature of contract by both parties, subject to adjustments as required and mutually agreed upon.

7.1 SUBMISSION OF PROPOSALS

Interested applicants should submit their detailed Proposal for this Consultancy Service in sealed envelopes to:

The Managing Director
Mission For Essential Drugs & Supplies
P.O. Box 78040 00507
00800 Nairobi

MEDS Centre, Mombasa Road
NAIROBI

IMPORTANT DATES:

1. Deadline for submitting proposals: 31st August 2023
2. Dates for oral presentation to MEDS evaluation committee: 8th September 2023
3. Award to successful consultancy firm: 15th September 2023
4. Training of job evaluation team and undertaking job evaluation exercise: 18th September 2023

5. Final draft of the job evaluation & performance management report before: 13th October 2023
6. Presentation to MEDS Senior Management: 19th October 2023