



## **Terms of Reference**

ToR/RN01010-03.01.02/Revision of MID-P HR Manual/2021

Consultancy for the Revision of MID-P's Human Resource Compensation Structure in the  
Organizational HR Manual

Rural Agency for Community Development and Assistance (RACIDA) in Collaboration with  
Merti Integrated Development Program (MID-P) and the Johanniter International Assistance  
(JIA)

### Synopsis of the Consultancy Opportunity (Individual Consultant / Registered firm)

Solicitation Reference No.	ToR/RN01010-03.01.02/Revision of MID-P HR Manual/2021
Title of Solicitation	Consultancy for the Revision of MID-P's Human Resource Compensation Structure in the Organizational HR Manual
Issuing Office & Address	Rural Agency for Community Development and Assistance (RACIDA) Website: <a href="http://www.racida.org">www.racida.org</a>
Point of contact for clarifications, questions and amendments	RACIDA General Procurement, <a href="mailto:Procurement@racida.org">Procurement@racida.org</a>
Email Address for submission of Proposals/ Quotes	RACIDA General Procurement, <a href="mailto:Procurement@racida.org">Procurement@racida.org</a>
Solicitation Issue Date	13 October 2021
Initial Deadline for Submission of Proposals	27 October 2021
Anticipated Award Type	Consultancy Agreement
Submission and Evaluation Criteria	<p>Bidder must provide the below listed information</p> <p style="text-align: center;">Mandatory Eligibility Requirement</p> <ul style="list-style-type: none"> <li>i. Must be an Individual/ Registered firm consultant</li> <li>ii. Must submit CV of Key Personnel</li> <li>iii. If applying as a firm, the consultant must provide certificate of Incorporation/ Business Registration</li> <li>iv. The firm/individual consultant shall not be sanctioned or blacklisted by any government or institution.</li> <li>v. The consultant must submit a valid tax compliance certificate (whether applying as a firm or an individual)</li> </ul> <p style="text-align: center;">Technical Evaluation Criteria</p> <ul style="list-style-type: none"> <li>i. Consultant Academic and Professional Qualification-20%</li> <li>ii. Consultant's Prior Work Experience- 35%</li> <li>iii. Methodology/Approach- 35%</li> <li>iv. Language and analytical skills -10%</li> </ul> <p>NB. The minimum technical score shall be 75%. There will be no</p>

	financial negotiations, as per The German Federal Ministry for Economic Cooperation and Development (BMZ) guidelines.
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### **1. Background and Rationale**

Kenya is subject to recurrent, cyclical, and erratic disasters characterized as natural (climatological, hydrological, biological, and the like) or man-made (technological, social, chemical, and the like). When disasters occur in Kenya, local actors are the first to respond. However, these local actors are undermined by gaps and shortcomings within the Kenya Disaster Response System.

As such, Johanniter International Assistance (JIA), and three local NGO first responders – The Rural Agency for Community Development and Assistance (RACIDA), St. Johns Ambulance of Kenya, and Merti-Integrated Development Programme (MID-P) (hereafter referred to as the consortium members) – commissioned a systemic analysis of Kenya's Disaster Response System to identify key areas for investment and capacity building. The analysis revealed several categories of barriers that hinder effective service delivery by first responders in Kenya, which relate to policy, legal and institutional frameworks, structures and systems, resources and community/public awareness.

Based on these gaps, the consortium is investment to strengthen the capacity of the three nationals first responders (RACIDA, St. Johns Ambulance of Kenya, and MID-P) to accomplish the following: a) increase their technical capacity; b) improve their in-country fundraising capacity for timely intervention; c) increase their public recognition and accountability; d) share and develop the "Knowledge Products" of first responders, i.e. share and document best practices to better learn from successes and failures. The project will coordinate their activities with other actors such as the police, the County Steering Committees, the Northern Frontier Alliance in ASAL, etc. to avoid duplication, exploit synergies and ensure the transmission of relevant information.

The direct beneficiaries of the project are staff of the three consortium members, i.e. RACIDA, St. John Ambulance and MID-P whose technical, advocacy and fundraising capacities will be strengthened, as well as selected members of the County/National ASAL Forums and the County Steering Group.

As per the proposal, the consortium members have selected governance as the capacity area to be strengthened in the first year of implementation. MID-P's identified area for investment is to improve its compensation structure. Specifically, MID-P seeks to develop a compensation structure that is competitive with its peer organizations and a salary scale. This guidance and salary scale is envisioned to be implemented as a new chapter and annex within the MID-P HR Manual. Therefore, the consultancy requires an addition to the existing HR Manual and not a complete revision of the MID-P HR Manual.

## 2. Board Council Member's Induction Consultancy Objectives.

### 2.1. Overall Objective

Review MID-P's Human Resource (HR) Manual and revise MID-P's compensation structure based upon the findings of the OCA Report.

### 2.2. Specific Objectives

- i. Review MID-P's HR Manual, specifically reviewing the structure of MID-P's compensation package.
- ii. Develop a new compensation structure within MID-P's HR Manual, with a salary scale annex and a policy for providing staff gratuity and compensation.

## 3. Outputs and Deliverables

The consultant shall deliver the following:

- i. An inception report that details the methodology to be undertaken and the approach that the consultant will employ.
- ii. Revised Portion of the HR Manual with the following:
  - a. New Chapter for providing staff gratuity and employee compensation.
  - b. A salary scale as an annex.
- iii. Final report detailing changes made and accomplishments of the consultancy.

## 4. Expected methodology

Consultants are encouraged to propose their own methodologies for the completion of the assignment. However, RACIDA and MID-P suggest that the methodology adhere to the following steps:

- i. Half day for review of board governance documents (provided by MID-P)
- ii. Half day for an inception meeting with the senior management of MID-P.
- iii. Two day workshop with 5 MID-P senior management staff and 5 board members for the revision of HR Manual components.
- iv. Two days for policy finalization
- v. One day for validation of changes with MID-P senior management and board.

It is recommended that the consultant do not submit a methodology that exceed seven days of engagement, as per section 5.

## 5. Duration of Assignment

The consultant should be available to start work in October 2021 and should plan on completing the assignment within seven working days.

## 6. Qualifications and Experience of Consultant

The independent consultant/consultancy firm must demonstrate experience and expertise as follows:

- i. Master's degree in Business Administration, Law, leadership and governance, or other areas of relevance to this consultancy.

- ii. Understanding complex governance issues and show how he/she have helped clients navigate a change in governance structure.
- iii. Evidence of developing effective systems including all governance documents, policies and processes for decision making and monitoring and executing trainings on the same.
- iv. Ability to evaluate the functions of management and the board.
- v. Consultant must be able to communicate effectively with boards and management in addressing governance issues.

7. Evaluation Criteria:

Evaluation Criteria	Sub criteria/Description	Score
Consultant Academic and Professional Qualification	Master's degree in Business Administration, leadership and governance, or other areas of relevance to this consultancy.	20%
Consultant Prior Work Experience	<ul style="list-style-type: none"> <li>i. Master's degree in Business Administration, leadership and governance, public administration or other areas of relevance to this consultancy.</li> <li>ii. Understanding complex governance issues and show how he/she have helped clients navigate a change in governance structure.</li> <li>iii. Evidence of developing effective systems including all governance documents, policies and processes for decision making and monitoring.</li> <li>iv. Ability to evaluate the functions of management and the board.</li> <li>v. consultants must be able to communicate effectively with boards and management in addressing governance issues.</li> </ul>	35%
Methodology/Approach	<p>Understanding of the terms of reference that includes:</p> <ul style="list-style-type: none"> <li>i. Outline of methodology and approach of implementing this assignment.</li> <li>ii. Proposed assignment plan that includes clear timelines for the assignment that demonstrates the understanding of the assignment expectation.</li> <li>iii. Sample of at least of 3 knowledge products developed and disseminated that are relevant to the assignment.</li> <li>iv. Detailed financial proposal and budget breakdown based on expected daily rates and initial work plan. The budget should be inclusive of all costs required to complete the activities, such as logistics.</li> </ul> <p>Technical Proposal Maximum 15 pages</p>	35%

Language and analytical skills	<ul style="list-style-type: none"> <li>i. Strong analytical and information presentation skills</li> <li>ii. Fluency in English is mandatory.</li> <li>iii. Designing training plans and modules based on individual and organizational needs</li> <li>iv. Excellent interpersonal and communication skills, including the ability to communicate and work with a wide range of stakeholders in a participatory, respectful, collaborative manner, and to enhance effective work relationships.</li> <li>v. Commitment to team building and a consensus-led approach to work.</li> </ul>	10%
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Only consultants scoring 75% or above will be invited to participate in the next round of procurement: presentation of technical bids.

#### 8. Application requirement

- i. Technical proposal detailing understanding of the task, proposed methodologies of the consultancy, expected activities and deliverables (Must be submitted in PDF format).
- ii. Financial proposal submitted in KES and not any other currency. The financial proposal should indicate only the professional fees required to complete the assignment.
- iii. Detailed CVs of all professional(s) who will work on the Consultancy Assignment.
- iv. If applying as a firm, the consultant must provide Certificate of Incorporation/Business Registration
- v. The consultant must submit a valid tax compliance certificate (whether applying as a firm or an individual).
- vi. The firm/individual consultant shall not be sanctioned or blacklisted by any government or institution.

Professional references: Please provide at least 3 references from your previous clients and full contact details of the referees.