



CHRISTIAN HEALTH ASSOCIATION OF KENYA

Request for proposals (RFP/JE/006/2025/Job Evaluation Consultancy Services)

RFP/JE/006/2025-Job Evaluation Consultancy Services

Provision for Job Evaluation: Salary Survey Consultancy Service

Open date: 25th August 2025

Submission deadline date: 11th September 2025

1.0 Background

CHAK is a leading national Faith Based Organization (FBO) of Protestant churches' health facilities and programs from all over Kenya. Established in 1946, CHAK has the goal of promoting access to quality health care. The organization's structure includes member health facilities and member programs, governance organs which include a regional structure, and the Secretariat based in Nairobi.

2.0 Invitation for Proposal

- 2.1 Through this Request for Proposals (“RFP”), CHAK 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 2023-2028.

In addition, the firm will consider best practices with respect to Performance Management Systems (PMS) and related remuneration policies and its implementation at CHAK. 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 CHAK and dropped into the Tender Box not later than 11th September 2025 at 10.30am

3.0 Objective

CHAK wishes to undertake a comprehensive Job Analysis and Evaluation exercise with an objective to assess the structure and existing positions, what is provided in the Strategic Plan and the anticipated positions for new and upcoming projects and provide recommended JDs, Job Grading and Salary Structure, implementation and performance matrix.

3.1 Specific Objectives:

- (i) Produce a fair and equitable grading system and pay structure for all positions in CHAK that is in line with the revised strategy for CHAK as an organization, address inequities and disparities in similar functions performed in different locations and set the foundation for implementation of current HR initiatives in performance management, talent management and succession planning with the aim of retaining high performing staff members.
- (ii) To undertake a comprehensive Job Analysis and Job Evaluation of CHAK jobs included in the staffing table to ensure alignment of remuneration, functions and grade levels, considering the basic concept of equal pay for equal value of work.

- (iii) Review and advice on needed Job Positions for new and upcoming major Donor funded projects and propose their Job Descriptions and Salary Structure to position CHAK strategically for future growth.
- iv) Review CHAK organogram and structure giving opportunities for career progression.
- v) Harmonize the current job titles and provide equivalents.
- vi) Undertake benchmarking of positions and salary structure of comparable organizations and projects.

4.0 Scope of Work

A comprehensive Job Analysis and Evaluation Exercise will be carried out for CHAK Secretariat, projects, and CHAK Business Services Ltd, as well as emerging positions aligned to new funded project opportunities. The salaries and benefits structure will be developed based on this exercise.

The scope of work will include, but not be limited to, the following:

- i. Train selected employees on the adopted job evaluation system/methodology.
- ii. Carry out job and functions analysis, including potential roles anticipated in upcoming projects (short-, medium-, and long-term).
- iii. Agree on benchmark job classifications within the CHAK organization structure.
- iv. Rank jobs and functions within the CHAK organization structure.
- v. Review salary levels and steps for each job category.
- vi. Provide recommendations to facilitate effective implementation of the job evaluation outputs.
- vii. Conduct a salary survey benchmarking comparable organizations and the wider NGO sector in Kenya.
- viii. Link job evaluation results to the existing Salary and Benefits Survey and propose a revised Salary and Benefits Structure.
- ix. Provide a detailed guideline on the approach to be adopted for undertaking the Job Evaluation exercise.
- x. Develop a sequenced work plan, including preparatory activities and interface arrangements between the Consultant and CHAK.
- xi. Review the existing job grading methodology and recommend adjustments where necessary.
- xii. Develop a comprehensive job classification system and establish a fair, equitable, and defensible grading structure aligned to CHAK's strategy.
- xiii. Support CHAK in developing a balanced salary structure that enhances competitiveness in the donor-funded projects and wider job market.
- xiv. Make periodic presentations to Management and staff.

5.0 CHAK Expectations

- i. A rational basis for making defensible decisions on job grades and rates
- ii. A consistent approach for the determination and management of relativities between jobs

- iii. An equitable pay structure across CHAK departments and projects based on a logical method of measuring relative job sizes exists
- iv. A strategic framework within which rational decisions can be made in response to changing organization structure and roles and to market rate pressures
- v. A logical and consistent approach to measuring the relative size of jobs within CHAK.

6.0 Key activities to be undertaken

- i. Carry out a literature review of the already available in-house information related to this assignment
- ii. Develop and share with the CHAK Management an inception report for this assignment
- iii. Hold meetings with the CHAK stakeholders in the process to explain the process, obtain input and promote ownership
- iv. Train CHAK Management, Job Analysis Team and Job Evaluation Panel
- v. Professionally collect and analyze information on jobs and prepare job analysis and evaluation reports – both draft and final.
- vi. Undertake a Salary benchmarking assessment with organizations and projects comparable in size and capacity to CHAK in the NGO Sector
- vii. Develop, with justification, a revised salaries and benefits structure for CHAK with implementation arrangement
- viii. Facilitate and provide explanation to questions from staff and management meetings

7.0 Expected Output/Deliverables

- 1. Inception report on the job evaluation and Salaries & Benefits structure revision giving detailed methodology to be used in undertaking this assignment including work plan
- 2. Job evaluation Strategy Paper or Handbook on CHAK job evaluation process
- 3. Train CHAK Management, Job Analysis Team and Job Evaluation Panel to build their capacity on Job Analysis and familiarization with Job Evaluation.
- 4. Together with Departmental Heads review and update current Job Descriptions & position specifications
- 5. Draft Job Analysis and Evaluation report which will contain but not limited to:
 - a) Criteria for job classification
 - b) Job classification
 - c) Job Analysis Results
 - d) Job Evaluation Results
 - e) Recommended Job classification & Grading based on agreed evaluation results
- 6. Revised CHAK Final Salaries and Benefits Structure
- 7. Grading structure which ensures jobs are properly remunerated – being an equitable and defensible job grading criteria (and all relevant factors taken into consideration given the new CHAK strategy)
- 8. Recommendation for an equitable, competitive and defensible salary structure

9. Report to Management including the market survey data, grading structure, job grading methodology and harmonized grading structure for approval and adoption.
10. Final report presentation to the Board.

8.0 Other terms and conditions

- 8.1 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, CHAK 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.
- 8.2 Effective with the release of this Request for Proposal, all communications must be directed only by email to **hr@chak.or.ke**. Proposers must not communicate with any other personnel of CHAK regarding this RFP.
- 8.3 A prospective proposer requiring any clarification of the RFP documents may notify in writing via email address **hr@chak.or.ke** by the specified date and time mentioned below. CHAK will respond in writing to any request for clarification of the solicitation documents that it receives by the due date published below.
- 8.4 The proposals prepared by the proposer and all correspondence and documents relating to the proposal exchanged by the proposer and CHAK, shall be written in English.
- 8.5 Proposers shall submit their proposal in hard copy, to CHAK 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.
- 8.6 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**.
- 8.7 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/JE/001/2024/Job Evaluation Consultancy Services – Provision of Job Evaluation – TECHNICAL PROPOSAL** (name and address of proposer)
- 8.8 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/JE/006/2025/Job Evaluation Consultancy Services – Provision of Job Evaluation – FINANCIAL PROPOSAL** (name and address of proposer)
- 8.9 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, and (ii) set out their policy on dealing with conflicts of interest should these arise.

8.10 Confidentiality

In the proposal, proposers must include a Confidentiality Statement.

9.0 Key Relationships

The consultant will work closely with the SMT, Management Team, HR team, Welfare team and other selected staff representatives.

10.0 Key competencies and experience Essential

- i. Master's degree in human resources management/ other related discipline with proven experience of conducting large scale Job Evaluations.
- ii. Proven experience (at least 7 years) conducting salary and benefits surveys in senior positions in reputable management consultancy houses or with NGOs / FBOs/ health sector/private sector in Kenya and in the region (East Africa), contact details and references of the clients
- iii. A minimum of three (3) similar assignments in the last 5 years.
- iv. Understanding and experience of working within donor funded projects
- v. Experience in human resource management and organizational development (OD) theory, methodology, and practices
- vi. Excellent analytical skills, and ability to understand and make logical and clear conclusions and recommendations
- vii. Able to take initiative and be innovative with suggestions and recommendations.
- viii. Ability to work under strong pressure and strict deadlines
- ix. Strong facilitation skills
- x. Working knowledge of a Job Evaluation system
- xi. A brief profile of the Consultant/Firm
- xii. Availability of appropriate skills among staff, provide CVs of at least two (2) key staff proposed for the assignment
- xiii. Provide a valid Tax Compliant Certificate

11.0 The proposals should indicate the following:

- A technical proposal detailing how deliverables will be achieved with a clear time frame; showing evidence of the consultant's experience in the similar assignments (at least 3 references with contacts or email address of referees); copies of similar assignments (with evidence for good completion of the assignments)
- Financial offer detailing various costs associated with the delivery of all the deliverables mentioned under section 3 above. This must be in PDF format and must be a separate document from the technical offer
- Minimum 3 certificates of similar work done in the past
- Company profile; VAT registration certificate; RRA tax clearance certificate; RSSB tax clearance certificate when applicable.

12.0 Reporting

- i. The Consultant will carry out the assignment in consultation with HR and the General Secretary.
- ii. The Consultant will present the final draft report with recommendations to EXCO through the HR Committee.

13.0 Technical Proposal Evaluation Criteria

The evaluation committee appointed by CHAK Management shall evaluate the proposals based on their responsiveness to the Scope of work /Terms of Reference of the assignment, applying the evaluation criteria as outlined below:

| S/No. | Criteria | Points | Total |
|------------|---|-----------|------------|
| 1 | Consultant Background/Experience | 10 | 10 |
| 1.1 | <i>Profile and experience on similar assignment</i> | 5 | |
| 1.2 | <i>Adequacy of response to the assignment's</i> | 5 | |
| 2. | Assignment Execution Methodology | 60 | 60 |
| 2.1 | <i>Technical approach to the assignment and methodology</i> | 30 | |
| 2.2 | <i>Detailed work Plan, giving Time Schedule and expected duration</i> | 20 | |
| 2.3 | <i>Organization, Work Schedule and Staffing</i> | 10 | |
| 3. | Qualification and relevant experience of key staff (Personnel) | 30 | 30 |
| 3.1 | <i>Lead Consultant</i> | 10 | |
| 3.2 | <i>Other Consultant</i> | 15 | |
| 3.3 | Support Staff | 5 | |
| | TOTAL | | 100 |

14.0 Duration of the Consultancy

The consultancy is expected to take up by October 2025 starting from the date of signature of contract by both parties, subject to adjustments as required and mutually agreed upon.

15.0 Submission Proposal

Interested applicants should submit their detailed Proposal clearly marked RFP No. **(RFP/JE/006/2025/Job Evaluation Consultancy Services)** in sealed envelopes to:

The General Secretary
P.O. Box 30690 – 00100 GPO Nairobi
Tel. (020)4441920 / 0733-334419

Any proposals received by CHAK after the deadline for submission of proposals prescribed below may be rejected. The closing date for receiving all applications is **11th September 2025 at 10.30am**