State Pharmaceutical & Medical Supply Corporation Ltd

بسم الله الرحمن الرحيم

Terms of Reference

Provision of Training Services and Venue for StatePharma

Event: Customer Service SOP Development & Training Program
Expected Number of Participants: ~120 (~15-20 management staff & ~100 pharmacy staff)

1. Background

State Pharmaceutical & Medical Supply Corporation Ltd. (StatePharma) is a state-owned enterprise responsible for the procurement, distribution, and supply of pharmaceutical and medical products across the Maldives.

As part of StatePharma's operational establishment and ongoing efforts to strengthen the knowledge, skills and service delivery standards of its employees, the Corporation intends to conduct a series of training programs for its management and pharmacy staff.

The program has three components. First, the selected service provider will develop customer service Standard Operating Procedures (SOPs) for StatePharma's pharmacies, in consultation with StatePharma; StatePharma will review and finalize them jointly with the service provider. Second, the service provider will deliver customer service and communications training to staff at high-traffic pharmacies within the Greater Malé Region, based on the finalized SOPs. Third, the service provider will train management staff on SOP development, so that they can develop, implement, monitor and review SOPs within their own areas.

The customer service and communications training will focus on applying the finalized SOPs in daily pharmacy operations, particularly customer interaction, service delivery, handling customer inquiries and complaints, and maintaining professional standards.

The SOPs shall align with applicable Maldives Food and Drug Authority (MFDA) requirements and Good Pharmacy Practice standards relating to customer and patient interaction.

To deliver this program, StatePharma seeks to engage a service provider qualified and specialized in customer service SOP development and training, and capable of drafting the SOPs, delivering the required training, developing training materials, and providing suitable training facilities.

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2. Objective

The objective of this engagement is to establish a finalized set of customer service SOPs for StatePharma's pharmacies, to improve the customer service and communication skills of pharmacy staff, and to build management's capacity to develop SOPs. Specifically, to:

- Produce a complete, approved set of customer service SOPs, drafted by the service provider in consultation with StatePharma and finalized jointly.
- Improve the consistent application of the SOPs in daily customer interactions and service delivery at high-traffic pharmacies in the Greater Malé Region, through customer service and communications training.
- Promote consistent customer service by clarifying roles, responsibilities, escalation lines, and recordkeeping for customer interactions.
- Equip management staff to develop, document, implement, monitor, and periodically review SOPs within their own areas of responsibility.

3. Scope of Services

This TOR outlines the scope, requirements, and expectations for the services described below. The scope comprises three components.

3.1. Development of Customer Service SOPs in consultation with StatePharma (Component 1)

The service provider shall:

- Conduct an inception review of customer service practices at StatePharma pharmacies, through site visits, document review, and consultations with management and pharmacy staff.
- Draft customer service SOPs for the areas listed below, using a standard template (document control number, purpose, scope, responsibilities, definitions, procedural steps, records and forms, references, revision history).
- Submit drafts to StatePharma for review, incorporate StatePharma's comments, and conduct joint validation workshops with management and pharmacy representatives.
- Finalize the SOPs jointly with StatePharma. StatePharma's Quality Assurance Department shall act as the technical counterpart, and final approval rests with StatePharma management.

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- Provide supporting forms, checklists, and logs referenced in each SOP (for example, complaint log and customer feedback form).
- Indicative customer service SOP areas (final list to be agreed at inception):
    i. Customer Service Standards and professional conduct
    ii. Greeting, queue and waiting-time management
    iii. Handling walk-in, telephone and online inquiries
    iv. Prescription intake and customer communication at the counter
    v. Handling out-of-stock items and customer notification
    vi. Aasandha and payment-related customer queries
    vii. Returns and refunds
    viii. Complaint handling and escalation
    ix. managing difficult or aggressive customers
    x. customer feedback collection and follow-up
    xi. confidentiality and privacy of customer information

3.2. Customer Service and Communications Training (Component 2)

The service provider shall:

- Conduct customer service and communications training for staff at high-traffic pharmacies within the Greater Malé Region, covering professional communication, customer engagement, complaint handling, and managing difficult customer interactions.
- Base the training on the customer service SOPs finalized under 3.1. and reinforce them through practical exercises and role-playing focused on daily pharmacy operations and customer interactions.
- Schedule sessions in staggered batches or outside peak hours so that pharmacy services are not disrupted.

3.3. SOP Development Training for Management (Component 3)

The service provider shall:

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- Train management staff on SOP development, including identifying processes that require SOPs, mapping workflows, and writing clear procedural steps.
- Provide guidance on SOP documentation, including document structure, roles and responsibilities, approval, document control, and revision processes.
- Cover operational controls, recordkeeping, and adherence to approved procedures.
- Train participants on implementing SOPs, communicating them to staff, monitoring compliance, and identifying and addressing gaps or deviations.
- Include practical exercises in which participants draft an SOP for their own department, using the customer service SOPs from Component 1 as worked examples, supported by templates and resources.
- **Participants and Delivery**

Group	Approx. participants	Batch size	Duration per batch
Pharmacy staff (Component 2)	~100	20-25 per batch	4 hours per session
Management staff (Component 3)	~15-20	~15-20	4 hours per session

- **Participating Pharmacies:**
  - **i.** StatePharma IGMH Pharmacy
  - **ii.** StatePharma Dharumavantha Pharmacy
  - **iii.** StatePharma HMH Pharmacy
  - **iv.** StatePharma Henveiru Pharmacy
  - **v.** StatePharma IGMH Onco Pharmacy
  - **vi.** StatePharma Maafannu Pharmacy
  - **vii.** StatePharma GP Clinic Pharmacy
  - **viii.** StatePharma Hiyaa GP Clinic Pharmacy
  - **ix.** StatePharma Orange Hiyaa Pharmacy

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- Training shall be delivered in Dhivehi and/or English, with materials provided in English.
- The service provider shall conduct pre- and post-training assessments for all participants.
- **Coordination:** Coordinate with StatePharma HR, the Quality Assurance Department and relevant departments on the training schedule, participant groups, and training requirements.
- **Venue Requirements:** The service provider shall provide a suitable venue in Malé/Hulhumalé for all training sessions, unless StatePharma confirms in writing that a session will be held at its own premises. The venue shall meet the following minimum requirements:
  - **i.** A clean, professional, and comfortable venue with adequate capacity and seating for the batch size.
  - **ii.** Adequate lighting, ventilation, and air conditioning.
  - **iii.** Reliable audio-visual facilities, including a projector/screen and sound system.
  - **iv.** Microphone and speaker facilities.
  - **v.** Suitable presenter/facilitator area.
  - **vi.** Reliable Wi-Fi/internet access.
  - **vii.** Clean and accessible restroom facilities.

4. Timeline & Milestones

All services shall be completed within 6 weeks of contract signing, and no later than 31 December 2026. Component 2 cannot start until the SOPs are finalized under Component 1. Component 3 may run in parallel with Component 1.

Milestone	Target (from contract signing)
Inception report and agreed list of SOPs	Week 1
First drafts of all customer service SOPs submitted	End of week 2
Component 3: SOP development training for management completed	End of week 3

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Milestone	Target (from contract signing)
StatePharma review, validation workshops and finalization of SOPs	End of week 4
Component 2: customer service and communications training completed	End of week 5
Completion report submitted	Week 6

Bidders may propose a shorter schedule in their technical proposal, with justification.

5. Vendor Qualifications

5.1. Mandatory Requirements (bids that do not meet these will not be evaluated further):

- Be duly registered and comply with relevant local regulations, including tax registration.
- Have developed customer service SOPs or service standards for at least 2 organizations in the past 5 years, preferably in retail pharmacy, healthcare, or other customer-facing services.
- Have qualified trainers/facilitators with relevant academic qualifications and professional experience in customer service training and SOP development.
- Include in the proposed team at least one member with retail pharmacy or healthcare customer service experience.
- Have the capacity to complete the services within the required timeframe and to provide suitable training facilities.

5.2. Preferred Requirements:

- Experience in pharmacy operations or healthcare service delivery.
- Experience delivering training to organizations, professional staff, or similar target groups.
- Familiarity with Good Pharmacy Practice standards relating to customer and patient interaction.
- Ability to deliver training in Dhivehi and English.
- Adequate human resources and logistical capacity to deliver the assignment effectively.

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6. Deliverables

The selected service provider will be responsible for:

- Inception report, including the agreed list of SOPs and a detailed work plan.
- Training plan, module outlines and proposed training schedule.
- Draft customer service SOPs, with supporting forms, checklists and logs.
- Final customer service SOPs, incorporating StatePharma's comments, in editable Word and PDF formats.
- Training materials (presentations, handouts, exercises, templates), handed over in editable format.
- Provision of a fully prepared and functional training venue, as per Section 3.
- Delivery of all training sessions in line with the agreed schedule and service quality standards.
- Attendance records, pre- and post-training assessment results, and participation certificates.
- Completion report covering sessions delivered, assessment results, participant feedback, service gaps identified, and recommendations.
- Completion of all services by the date set in Section 4.

7. Financial Proposal

Vendors should submit a detailed financial quotation in Maldivian Rufiyaa (MVR), stating GST separately, that includes:

- SOP development fees, priced per SOP and as a total for the agreed list;
- Trainer/facilitator fees;
- Training program/module development fees, if applicable;
- Training materials and resources;
- Venue hire charges per session/day;

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- Transportation/logistical costs, if applicable;
- A per-participant or per-batch rate, so the number of participants can be adjusted.
- Quotations shall remain valid for 60 days from the submission deadline.

8. Evaluation Criteria

Proposals will be evaluated on a combined technical and financial score.

Criterion	Weight
Technical approach, methodology and work plan, including SOP development approach and compliance with the TOR	30%
Qualifications and experience of the proposed team and trainers	25%
Relevant experience in SOP development and similar training programs	15%
Financial proposal (cost-effectiveness and value for money)	30%

Proposals scoring below 70% of the available technical marks will not proceed to the financial evaluation stage.

9. Submission Requirements

Interested vendors should submit:

- A technical proposal describing how they will meet the requirements, including the methodology for drafting and finalizing SOPs, a work plan against the milestones in Section 4, and a sample SOP or redacted extract from previous work;
- A financial quotation;
- Copy of business registration certificate and tax (GST/TIN) registration;
- CVs of proposed trainers and SOP drafting team;
- List of similar assignments completed, with client references;
- Details of the proposed training venue.

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10. Payment Terms

Payment for the services will be processed upon complete delivery of the services rendered and acceptance by StatePharma. Acceptance means written sign-off by HR and the Quality Assurance Department on the final SOPs and the completion report. Payment will be made within 30 days of receipt of a valid invoice following acceptance.

11. Confidentiality and Ownership

- All information the service provider obtains about StatePharma's operations, procedures, staff, and customers shall be kept strictly confidential and used only for this assignment.
- The final SOPs, forms, and all training materials developed for this assignment shall be the property of StatePharma. StatePharma may use, modify, and reproduce them without further payment.

12. General Conditions

- **Delays:** If milestones are delayed for reasons attributable to the service provider, StatePharma may apply a deduction of 2% of the contract value per day of delay, up to a maximum of 10%.
- **Rescheduling:** Either party may reschedule a training session with at least 3 working days' written notice, at no additional cost.
- **Substitution of trainers:** Proposed trainers may not be replaced without StatePharma's prior written approval of an equally qualified substitute.
- StatePharma reserves the right to accept or reject any proposal, or to cancel the procurement, without obligation to the bidders.

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