CAPACITY BUILDING INITIATIVE IN SWAZILAND

SCOPE: Leadership, Management and Governance (LMG) Development Programme for the Regional Health Management Team (RHMT) in Shiselweni and Hhohho Regions of the Kingdom of Swaziland.

1. Background and Purpose

As AIDSFree progresses across key areas for the HIV and TB epidemic control in the Kingdom of Swaziland and continues to identify gaps that threaten the hard fought gains; during PY02, AIDSFree will focus on actions necessary to sustain momentum against HIV and TB into the future and beyond PEPFAR support. In line with the PEPFAR 3.0 Sustainability Action Agenda, AIDSFree in Swaziland is focused on ensuring that services, systems, financing and policies required to maintain the HIV epidemic control are readily available to the beneficiaries and Government of the Kingdom of Swaziland.

One of the major areas of technical support and assistance to the RHMTs is capacity building in Leadership, Management and Governance. A comprehensive assessment was conducted for the RHMTs in Hhohho and Shiselweni Regions focusing on the Health Systems Strengthening (HSS) pillars relevant to the Swaziland Context. Based on the assessment findings; the purpose of this consultancy is to develop and implement a customized program for the RHMTs to build their capacity on Leadership, Management and Governance of the Health System in the Hhohho and Shiselweni Regions of Swaziland while ensuring performance efficiency, quality and effectiveness in the management of the HIV & AIDS, TB and Sexually Transmitted Illnesses programs.

2. Objectives

The key objectives of this consultancy are:

- To equip the RHMTs, Health Facility Managers and Supervisors with skills that will enable them implement essential management duties using approved Ministry of Health tools and methods.
- To manage health teams more effectively to provide good patient care
3. Rationale

**Becoming a Health Care Manager**

Healthcare is changing more rapidly than almost any other field. The field is changing in terms of how and where care is delivered, who is providing those services, and how that care is financed. Healthcare management requires talented people to manage the changes taking place. In their roles, healthcare executives have an opportunity to make a significant contribution to improving the health of the communities their organizations serve. Being a manager is very different from being a health care professional hence the need for the latter to be exposed to leadership and management training for effective delivery of their responsibilities.

**LMG development Initiative**

AIDSFree often does not provide formal LMG training hence the need to take full advantage of opportunities availed on this field. A number of management tools exist within the MoH, but RHMTs, clinic managers and supervisors are never formally taught how to use these tools. There is also a large body of knowledge and theory about good management practice which the RHMTs, managers and supervisors needs to tap into for their personal developments. It is believed that true learning (applying skills learnt) only occurs in practice under the guidance and mentoring by an experienced manager. The proposed AIDSFree LMG development program is specifically designed for the RHMT, Clinic and PHU Managers and integrates short-course classroom training on management theory with on-site mentoring for 2 years.

**Target Participants**

- RHMT, Clinic and PHU Facility Managers and Supervisors
- The RHMT managers that supervise the health facilities and communities

**Key Principles:** Standard MOH management guidelines and tools taught and practiced. For example:

- Operational plan templates
- Assessment tools and checklists
- National Infection Prevention and Control tools
• Complaints Management Protocol; and Patient satisfaction and Waiting time Survey tools
• Data management tools (clinical stationery, registers, tally sheets, reporting forms)

Also while working with a consultant, training and mentoring will be done by AIDSFree specialists and ‘Management Mentors’ who have a health management experience:
• To foster computer literacy by exposing all candidates a training in basic computer skills and Microsoft packages
• Are loaned a laptop for the duration of the year’s training; and,
• Perform learning exercises on computers to build skills

4. Scope of Work
Scope of proposed activities includes:
• Review of assessment finding reports and assessment tool used.
• Develop a standard training and mentoring package for the training of RHMTs according to their prescribed TORs and identified gaps in;
  o Computer literacy
  o LMG and partnership for health Skills
  o Regional and health facility operational planning
  o Financial Management
  o Human Resources Management
  o Quality Management
  o Health Management Information Systems
  o Infrastructure and Support Services
• Provide the necessary tools to develop strategic thinking among the RHMT members.
• Conduct capacity building combining classroom training on management theory with onsite mentoring for RHMTs. The package will include a facilitator’s manual with lesson plans and introductory activities.
• Develop participant manual
• Capacity building of mentors who will be responsible for mentorship of RHMTs
## 5. Deliverables

### Specific Tasks and Deliverables

<table>
<thead>
<tr>
<th>Tasks</th>
<th>Details</th>
<th>Deliverables</th>
<th>Duration</th>
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| 1. Conduct in-depth situational Analysis of the Swaziland RHMT and National Health sector to inform curriculum development | • Inception meeting with AIDSFree and MoH  
• Conduct desk top review of current resources.  
• Conduct 9 key informant interviews with AIDSFree, MoH - Director Health Services and the 2 Deputy Directors, SHA, CNO, NSG Council Manager Training Officer (SNAP, NTCP,SRHU, HPU)  
• Conduct 2 Focus group discussion with core RHMT members  
• The consultant to develop recommendations based on the situational analysis to mirror the local context and share supplementary resources to inform the training and mentorship package  
• Presentation of situational analysis report to AIDSFree and MoH | Approved situational analysis report | 20 days |
| 2. Develop context specific training package of the Hhohho & Shiselweni RHMT | • Develop a draft training and mentorship LMGDP package based on the situation analysis  
• Present draft training package to AIDSFree and MoH  
• Pretest the package with 20 AIDSFree and MoH participants for 3 working days in a residential conference set up  
• Present pre-tested package to AIDSFree and MoH  
• Submit final package to AIDSFree & MoH | Approved training package | 15 days |
| 3. Conduct a Training of Trainers | Provide mentorship / skills transfer to 6 AIDSFree and 3 MoH trainers assigned to the consultant as per individual-shared training needs. | Monthly skills transfer report on training of trainers |  |
| 4. Computer Literacy TNA, Training and follow-up mentorship | Training for 20 RHMT members on computer literacy | Computer Literacy Training report | 30 days |
| 5. Provide monthly 2 days offsite training for RHMTs’ | 1 group of 20 participants from both regions undergoes 2 days residential training monthly x 11 months with clear and specific objectives | Monthly training reports of RHMT members | 11 months |
| 6. Provide onsite ½ day follow-up individual coaching and mentoring for RHMT members | After training, the Consultant will provide a schedule of follow up mentorship and coaching | Monthly mentorship reports | 11 months |
| 7. Develop consultancy impact report | Prepare semiannual progress report  
Present semiannual report to AIDSFree and MoH | Approved semiannual progress report | 20 days |
| 8. Develop final consultancy report | Prepare and present it to AIDSFree & MoH | Approved consultancy report | Two weeks |
6. Qualifications

- The contractor can either be an individual or a team from an accredited institution
- A Master’s degree for the candidate/team from a recognized institution in Public Health, program planning, management, implementation, monitoring and evaluation or Education. A PhD will be an added advantage.
- Should have previously undertaken such an exercise especially for the health sector teams
- Have strong background in Health Systems Strengthening and Public Health especially in leadership and management.
- Have extensive knowledge and understanding of Swaziland Government public health policies and strategies.
- Experience with national, regional and local/community public health programming in Africa, preferably in the southern Africa context. In-depth knowledge of the Swazi context.
- Experience with curriculum development, education and training of medical staff, quality improvement, developing, and managing and evaluating health programs.

7. Foundation Responsibilities

EGPAF Swaziland will provide to the Consultant the following services and facilities:

- Office space in the EGPAF Swaziland Country Office
- Access to printer, copier, fax, scanner
- Access to the premises and relevant records as necessary.
- Provision of relevant background information.
- Procurement of relevant premises for the delivery of training.
- Transportation of staff to and from the venue (Details of logistics will be negotiated prior to execution of the contract).
- Facilitation of all work/residence permits as may be required under the laws of Swaziland, where necessary.
- Meet payments obligation under the contract upon successful performance of the tasks required by the facilitator.
- List of documents to be reviewed see annex

8. Evaluation Criteria and Submission Requirements

The Foundation will select the proposal that presents the best value. All proposals will be evaluated against the following Evaluation Criteria. Each proposal must contain the items listed in the Submission Requirements column in the following chart. Please submit your Submission Requirements in the order they appear below.

<table>
<thead>
<tr>
<th>Evaluation Criteria</th>
<th>Submission Requirements</th>
<th>Weight</th>
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<tbody>
<tr>
<td>1 Past performance of similar work</td>
<td>At least 2 examples of prior training materials (including phone and contact information of the organization the materials were developed for), preferably related to Team Building and Staff Motivation (Note: Given the proprietary nature of these materials, a Table of Contents may be submitted which clearly outlines the materials that were developed).</td>
<td>20%</td>
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<tr>
<td>2 Contractor’s proposed facilitation design, and training approach</td>
<td>One (1) page summary of the proposed process. A maximum 5-page written proposal explaining the process and timeline for implementation. This proposal should cover all of the aforementioned tasks.</td>
<td>25%</td>
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<td>3 Timeframe to Implementation</td>
<td>Estimated timeframe, in hours, including proposed deliverables. Dates of availability, including dates that consultant will be unavailable to work on the assignment.</td>
<td>15%</td>
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<td>4 Price <em>(All quotes should exclude VAT. Items such as travel, fuel, lodging, meals and other incidentals must NOT be included in the price).</em></td>
<td>Total Fixed price for all activities Detailed breakdown of costs for conducting the consultancy assignment. This should include the hourly rate of each individual on the consulting team and the corresponding number of hours needed to complete the assignment (Note: Please DO NOT provide daily rates when responding to this solicitation). It should also detail and other costs that</td>
<td>20%</td>
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proposer will deem necessary to the Foundation.

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<th>5</th>
<th>Qualifications of proposed individuals</th>
<th>CV/Resume of proposed individuals to work on this project. Two (2) professional references for each member of the Consulting Team.</th>
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<td>Total</td>
<td>100%</td>
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- Failure to provide any of the above Submission Requirements may be considered non-responsive and disqualify the applicant from selection.
- In addition, all applicants are required to be registered and authorized to perform the scope of work in the place of performance. A copy of valid registration must be submitted with each proposal.

9. Proposed Timelines

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<th>Activity</th>
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<tr>
<td>13 September, 2016</td>
<td>Release of RFP.</td>
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| 18 September, 2016 | Deadline for submission of all contractual and technical inquiries related to this RFP to procurement-swz@pedaids.org  
All subject lines of emails must reference the unique RFP Reference Number located at the top of this document (i.e. Ref. # SWZ05/2016/HSS). |
| 20 September, 2016 | Response to all inquiries released and posted on the EGPAF website at http://www.pedaids.org/pages/contracting-opportunities |
| 23 September, 2016 | Submission of proposal, in writing, to procurement-swz@pedaids.org  
Deadline for Proposal submission. |
| 28 – 30 September, 2016 | Final decision announced and Offered notified                                                                                         |
| Early October, 2016 | Contract executed and Services begin.                                                                                                  |

Please note it our best intent to comply with the above timeline but unavoidable delays may occur.

10. Logistics

The consultancy is open to Swaziland and South Africa Regional based institutions and or individuals.

11. Timelines

The task is to commence on the 01st of October, 2016 and conclude on the 30th of August, 2018.