



**REQUEST FOR PROPOSALS**

**RFP SOLICITATION NUMBER: FY18-RFP01-5007**

**Research Services for an  
HRH Economic Impact Programming Methodology for the  
USAID HRH2030 (Human Resources for Health in 2030) Program  
Through University Research Co., LLC**

**Date of Issue: Tuesday, January 30, 2018**

**Closing Time and Date for Proposals:  
17:00 hrs. EST on Tuesday, February 13, 2018**

**Proposals must be emailed to: [hrhassessments@urc-chs.com](mailto:hrhassessments@urc-chs.com)**

**No hard copies of proposals will be accepted**

**Deadline for Questions: 17:00 hrs. EST on Monday, February 5, 2018**

**Questions by email ONLY by to: [hrhassessments@urc-chs.com](mailto:hrhassessments@urc-chs.com)**

Issuance of this RFP does not constitute a commitment of any type on the part of URC (the "Client"), nor does it commit URC or the US Government to pay for costs incurred in the submission of a proposal. All costs of the Offeror in the preparation and submission of an offer shall be borne by that Offeror. URC reserves the right to reject any and all proposals and to make no award at all, or to make an award without further discussion or negotiations if it is considered to be in the best interests of the project and URC.

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## 1. CONTEXT

Since it was established more than 50 years ago, the United States Agency for International Development (USAID) has been a vital supporter of global- and national-level efforts to improve the health workforce in low- and middle-income countries. The USAID funded Human Resources for Health in 2030 (HRH2030) program, managed by Chemonics International Inc., builds on USAID's investments to improve the health workforce. HRH2030 contributes to increasing the sustained availability, accessibility, acceptability, and quality of the health workforce. The program aligns with the approaches that support the USAID and the United States Government (USG) strategies for achieving the global health goals of ending preventable child and maternal deaths, achieving the control of the HIV/AIDS epidemic, protecting communities from infectious diseases, and contributing to the Global Health Security Agenda.

To meet these goals, countries need to mobilize greater domestic resources for HRH and make rational health workforce allocations at the program level. HRH2030 is developing an HRH investment impact methodology featuring a framework-based and retrospective study approach. The objective of this activity is to develop a tool for health system decision-makers to inform multisectoral policy dialogue and advocacy about prioritizing investments in the health workforce based on the expected economic, social and health impact and its return on investment (ROI).

University Research Co., LLC (URC), a partner to Chemonics International on the HRH2030 project, will lead this activity.

## 2. PURPOSE OF THE RFP

The overall approach to this activity consists of three phases:

1. Finalizing development of the HRH ROI methodology;
2. Field testing in one or two countries (Ethiopia and Malawi) the HRH ROI methodology developed in Phase I; and
3. Development of an Excel-based tool to provide data for HRH decision makers based on the framework-based analysis and field tests of the retrospective assessment to inform multisectoral policy dialogue. The direct users of the tool are researchers from local research institutions and implementing partners.

Through this RFP, URC is seeking the services of an individual to support Phase 2 of this research activity with a timeline February through September 2018.

The successful Offeror should be a firm with the capacity to carry out the required work as specified below and should propose personnel with a high-level of knowledge, proficiency and capacity to conduct similar assignments.

The successful Offeror should also clearly mention in their response to this RFP how they propose to contribute cost share towards implementing this activity. While cost share is not expected to be monetary, in-kind contributions that can be costed and validated (such as provision of training space, donated employee time, or project co-funding etc.,) should clearly be identified in the offerors response to the RFP. The proportion of cost share as part of the overall cost of this activity should be stated in the Offeror's Cost Application. Our expectation is a cost share proportion of at least 15% of the overall cost of implementing this activity. The proposed cost share should be clearly itemized in the Offeror's cost application.

## 3. ACTIVITIES

**Approach:** Using a combination of a framework-based and retrospective study methodology, estimate the contribution of economic, social and health benefits of targeted innovative HRH investments including

the impact related to achieving the global health goals of ending preventable child and maternal deaths, achieving the control of the HIV/AIDS epidemic, protecting communities from infectious diseases, and contributing to the Global Health Security Agenda. The field test will include the application of the predictive framework-based analysis using evidence from published literature (peer-reviewed and grey) and implementation of the retrospective study in Ethiopia and Malawi. The framework has five steps along the top from the HRH investment through to valuation of the impact and estimation of the overall ROI. There are three layers to the framework: HRH investment pathways, model parameters and larger health systems strengthening (HSS) context.

**Data Sources:** Secondary HRH data sources for framework-based component; retrospective assessment instruments for primary data collection.

**The scope of work for this RFP consists of the following:**

**I. Adaptation of draft instruments that were developed during Phase I.**

- Framework-based Methodology Worksheets
  - i. Model Parameters for Defining HRH Investments and Costs
  - ii. Model Parameters for Approximating Health Service Delivery
  - iii. Model Parameters for Estimating the Economic, Health, and Social Impact
  - iv. Model Parameters for Valuating the Economic, Health, and Social Impact
  - v. Model Parameters for ROI Calculation
- Retrospective Methodology Study:
  - i. HRH Investment Questionnaire Secondary data
  - ii. Health Worker Survey
  - iii. Patient exit survey
  - iv. Community-level focus group discussions
  - v. Cost Valuation Worksheet
  - vi. Impact Valuation Worksheet

**2. Conducting field test of the programming methodology as follows:**

- Ethiopia
  - Retrospective assessment of the health extension worker (HEW) program (mostly rural focused) and the flooding and retention HRH strategy. The retrospective application to the flooding and retention strategy combined with the HEWs program in Ethiopia would involve multiple cadres, which could provide useful lessons for integrated service settings. Together, these were large scale investments providing a wide range of services.
  - Support and guide in-country data collection firm (hired separately) to undertake primary data collection activities.
- Malawi
  - Retrospective assessment of the integrated service delivery through cadres such as health surveillance assistants (HAS) and community-based workers using different skills mix scenarios.
  - Prospective, framework-based analysis of health worker cadres providing HIV services with ART as a key outcome in the context of staff augmentation.
  - Support and guide in-country data collection firm (hired separately) to undertake primary data collection activities.

To apply the methodologies, reduce costs and improve feasibility of a study on a national-level investment, sites within a country can be sampled using multistage cluster sampling. Clusters are defined by a group of population elements such as districts or villages within a region and can be stratified by urban and rural. Sites are then to be selected by (1) listing all clusters and (2) selecting individual clusters using simple random sampling or systematic sampling.

The following sample sizes should be used and are based on techniques for qualitative (e.g., interviews) and quantitative methods (e.g., surveys):

- **Key informant interviews:** A maximum of four to five individuals will need to be interviewed from the Ministry of Health or implementing organization.
- **Survey:** The estimated sample size for a point estimate will be determined based on the prevalence of the disease or outcome of interest, a 5 percent margin of error, and a 5 percent probability of a Type I error. Nonresponse should be considered in the sample size estimate when necessary. If no information is available about the prevalence of the outcome, then assume a 50 percent prevalence to estimate a conservative sample size of 385. The design effect should be considered in the sample size estimate when using cluster sampling (e.g., more than one facility or site).
- **Focus group discussions:** A total of five focus groups will be conducted per each stratum (e.g., sex, age groups, site), with no more than eight community members per group. Strata should be defined based on what is most relevant to the HRH investment (e.g., age groups) and selecting possible variations within each stratum (e.g., adolescents, women of reproductive age). The sample size should be adjusted, based on the context of the study, to be sufficiently large enough to reach saturation in new information.

#### 4. DELIVERABLES

The following are the deliverables for this assignment:

1. Final technical report (draft for feedback and final incorporating feedback into draft) on the impact methodology
2. Design and development of the country field test protocol
3. Field test HRH ROI methodology
4. Final report on HRH ROI methodology from field test
5. Draft Excel-based HRH ROI policy tool with testing in country
6. Final Excel-based HRH ROI policy tool with users guide

#### 5. TIMING, MILESTONES AND PERFORMANCE TARGETS

For the purposes of responding to this RFP, offerors should follow the illustrative timeline below with the understanding that the timeline may shift during implementation.

##### Tentative schedule for key tasks

Key Tasks	Feb	Mar	Apr	May	June	July	Aug	Sep
Design and develop field test protocol,	X							

Key Tasks	Feb	Mar	Apr	May	June	July	Aug	Sep
incorporating feedback								
Conduct desktop research in prep for field test		X	X					
Field test HRH ROI methodology in Ethiopia			X	X	X			
Data analysis for Ethiopia field test				X	X			
Report on Ethiopia field test, incorporating feedback						X		
Finalize Ethiopia report							X	
Draft Excel-based HRH ROI policy tool		X	X	X	X			
Field test HRH ROI policy tool in Malawi					X	X		
Data analysis for Malawi field test						X	X	
Report on Malawi field test, incorporating feedback								X
Finalize Excel-based HRH ROI policy tool & users guide								X
Dissemination							X	X

### Milestones and deadlines

Milestone	Deadline
Design and development of the country field test protocol	February 28, 2018
Draft Excel based HRH policy tool	June 15, 2018
Field test HRH ROI methodology in Ethiopia	June 15, 2018

Milestone	Deadline
Report on HRH ROI methodology from field test in Ethiopia	Aug 17, 2018
Field test HRH ROI methodology in Malawi	July 31, 2018
Report on HRH ROI methodology from field test in Malawi	Aug 15, 2018
Final Excel-based HRH ROI policy tool with users guide	Sep 15, 2018
Draft final report Ethiopia Malawi	Aug 15, 2018 Sep 15, 2018
Final report, incorporating feedback	September 30, 2018

## 6. AWARD

An agreement will be entered into, at URC's discretion, with the Offeror whose technical and financial offers demonstrate the most responsive and cost-effective approach and methodology to meet the RFP requirements, and represents the best value to HRH2030 and clearly outlines plans for cost sharing towards the implementation of this activity.

## 7. ELIGIBLE CANDIDATES

Individuals and firms that are interested in participating in this RFP should meet the following requirements:

- Must be a firm with experience in carrying out similar work in framework-based and retrospective methodological analyses
- Must have extensive experience carrying out assignments of similar size and complexity
- Demonstrated expertise in research, data analysis, and reporting
- Sufficient level of trained and experienced professionals committed to the work outlined in the Activities section
- A verifiable reputation of integrity and competence
- Experience serving USAID-funded programs
- Experience in carryout research in lower to middle income countries

## 8. SUBMISSION GUIDELINES FOR OFFERORS

Soft copies of this RFP can be online found at at <http://www.unc-chs.com/partnerships>. Only electronic submission of responses to this RFP will be considered. All responses should be submitted to [hrhassessments@unc-chs.com](mailto:hrhassessments@unc-chs.com) by the deadline mentioned in this RFP.

## 9. INSTRUCTIONS FOR OFFERORS:

Offerors are encouraged to review in detail the following eligibility requirements, preparation and submission instructions. Offerors requiring clarification should send their written questions in English to [hrhassessments@unc-chs.com](mailto:hrhassessments@unc-chs.com) by the deadline indicated on the first page of this RFP, referencing the RFP Solicitation Number (FY18-RFP01-5007) in the subject line of the email.

## **9.1 TECHNICAL APPROACH INSTRUCTIONS**

The Technical Approach shall be a maximum of 5 pages containing the following sections in the order shown, using clear and concise language.

### **9.1.1 EXECUTIVE SUMMARY (1/2 Page Maximum)**

### **9.1.2 CONTEXT (1/2 Page Maximum)**

This section should include a general overview of the proposed approach to this activity.

### **9.1.3 STRATEGY AND APPROACH (3 Pages Maximum)**

This section should include a brief description of the Offeror's technical and strategic approach to providing the services requested herein as well as a data entry and analysis plan.

### **9.1.4 INSTITUTIONAL CAPACITY (1 Pages Maximum)**

This section should briefly describe the capacity of the Offeror with respect to:

- **Previous experience** in implementing research activities of similar size and scope, highlighting USAID or other donor-funded experience, as applicable;
- **Personnel experience and capability.** The Offeror will propose an individual or team with specific role, responsibilities and qualifications. The individual will have a thorough understanding and demonstrated experience conducting similar assignments.

### **9.1.5 TECHNICAL ANNEX**

**Annex I: In a separate annex,** the Offeror should provide a CVs (limit of 3 pages) and biographical data forms (USAID Form 1420) of the proposed personnel for this activity. The biographical data forms submitted must be properly filled out and signed by both the individual proposed and the offeror proposing him or her.

### **9.1.6 PROPOSAL INSTRUCTIONS**

The Proposal must be submitted in a separate document in Microsoft Excel format (with formulas) at the same time as the technical approach is submitted. The Proposal shall consist of a budget and budget narrative describing the following costs, as applicable. For budgeting purposes, note that URC anticipates funding separately expenses related to international travel, as well as those related to hiring a country-based data collection firm to support the Offeror with data collection activities in Ethiopia and Malawi.

### **9.1.7 What can be funded**

URC will reimburse the awardee for all expenses and charges that are reasonable, allowable, allocable and eligible. Examples of types of cost that will be allowed under the anticipated Subcontract:

1. Staff or consultant time specifically related to the scope of work
2. Expenses for meetings required for assignment purposes, including: data collector training, review of assessment documentation, production or printing of documents
3. Expenses for data collection, analysis, and report write-up
4. Per diem, Meals and Incidental (M&IE) expenses whilst in the field
5. Local travel costs associated field testing
6. Telecommunications related to the assessment

7. Itemized cost share that the Offeror proposes to cover as part of this assignment
8. Other expenses that are directly related to the assignment

### **9.1.8 Examples of what cannot be funded:**

Operating costs of a program such as:

1. Salary supplements or stipends
2. Transportation of interviewees/respondents for data collection
3. Purchase of computers or other equipment
4. Purchase of vehicles
5. Rent for office space

This list is not all-inclusive, and additional questions on eligibility of items and costs should be addressed to [hrhassessment@urc-chs.com](mailto:hrhassessment@urc-chs.com) prior to the deadline for questions noted on the cover page of this RFP.

\* If the Offeror includes indirect costs (i.e., overhead, G&A) in its budget, it should clearly describe the basis for the claim of indirect costs (e.g., financial statement, audit report) or simply list only direct charges in the budget (i.e., no indirect costs as a percentage of direct costs).

The anticipated range for this award is **\$140,000-150,000**. However, the Client will consider the best value for money from Offerors and reserves the right to issue a contract with partial funding. The Cost Application should be submitted in United States Dollars.

As already in Section 2, it is a requirement of this RFP that the Offeror propose cost sharing opportunities as part of the response.

## **10. EVALUATION CRITERIA FOR PROPOSAL**

The complete technical approach will be reviewed by a technical review panel, convened by HRH2030 and evaluated against the following criteria:

1. **Technical Approach (40 points)**
  - a. Technical approach reflects knowledge and expertise in research and analysis (framework-based and retrospective).
  - b. Proposed timeline is realistic and reflects a good comprehension of the activities presented in this RFP
  - c. Technical approach is clearly articulated and presents a thorough understanding of the intended research and clearly articulates how to operationalize the activity.
2. **Qualifications of Proposed Staff (20 points)**
  - a. Staff person has demonstrated experience carrying out similar research activities, including field testing experience in LMICs
  - b. Experience and qualifications of personnel are appropriate relative to their respective roles on the team.

3. **Organizational Capacity/Past Performance (10 points)**
  - a. Strong capability of the Offeror to successfully conduct all aspects of the research, analysis and reporting as determined by past successful implementation of similar activities.
  - b. Clear description of the role and responsibility of the proposed staff person
  - c. Proposed staff person has the qualifications necessary to successfully complete the work detailed in the RFP
4. **Evaluation of Proposal (30 points)**

Following review and evaluation of all Technical Proposals, the technical review panel will review Proposals for Offerors within competitive range. HRH2030 will assess whether the proposed budget is reasonable, realistic and feasible given the items and activities described. HRH2030 may contact Offerors to revise budgets if any issues or questions are identified.

## **II. SUBMISSION INSTRUCTIONS**

Responses must be submitted in English to [hrhassessments@urc-chs.com](mailto:hrhassessments@urc-chs.com) no later than Tuesday, February 13, 2018 by 17:00 hrs. EST. The application must be divided into two parts, the Technical Approach and the Proposal. The two parts should be electronically submitted at the same time.

1. The Technical Approach should be typed in a 12-point font and not exceed 5 pages (not including Cover Page, Table of Contents, List of Acronyms or Appendices).
2. The Technical Approach should be submitted in the below order.
  - I. Cover Page
  - II. Table of Contents
  - III. List of Acronyms
  - IV. Executive Summary
  - V. Context
  - VI. Strategy and Approach
  - VII. Institutional Capacity
  - VIII. Annex with CVs and biodata forms of proposed staff person

Note that the Cover Page, Table of Contents, and List of Acronyms do not count toward the 5-page maximum for the Technical Approach.

3. The Proposal should be sent as a Microsoft Excel document.
4. A Budget Narrative should be typed in a 12-point font, not to exceed 2 pages, and submitted in Microsoft Word or searchable PDF format.
5. Modifications to the RFP may be made at any time prior to the submission deadline. Deadline for submission may be extended depending on the scope of a modification. Modifications after the deadline for Proposals will be communicated only to those Offerors who submitted Proposals.