



REQUEST FOR APPLICATIONS (RFA)

RFA SOLICITATION NUMBER: FY18-RFA01-5007-010

**Data Collection and Analysis Services for the
USAID Human Resources for Health in 2030 (HRH2030) Project
Through University Research Co., LLC**

Date of Issue: Tuesday, November 28, 2017

Closing Time and Date for Applications:

**17:00 Hrs. South African Standard Time (SAST) on Tuesday,
December 19, 2017**

Applications must be emailed to: hrhassessments@urc-chs.com

No hard copies of Applications will be accepted

Deadline for Questions: 17:00 hrs. SAST on Tuesday, December 5, 2017

Questions by email ONLY by to: hrhassessments@urc-chs.com

Issuance of this RFA does not constitute a contractual commitment 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 an Application. All costs of the Applicant in the preparation and submission of an application shall be borne by that Applicant. URC reserves the right to reject any and all Applications 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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I. CONTEXT

For over 50 years, 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 goals of controlling the AIDS epidemic, Ending Preventable Child and Maternal Deaths (EPCMD), and Family Planning 2020, in the framework of strengthening health systems to be able to deliver universal health coverage, as part of the Sustainable Development Goals (SDGs).

The adoption of the "Test and Start" strategy to accelerate the achievement of the UNAIDS 90-90-90 goals to end AIDS by 2020 has enabled a growing number of people living with HIV (PLHIV) to receive antiretroviral therapy (ART) and achieve viral suppression. However, a rapid increase in the number of clients on ART as a result of these initiatives requires streamlined service delivery approaches to combat health systems constraints, one of which is the shortage of human resources for health (HRH) for delivering needed services in the highest HIV burden countries.

Working alongside public health and social service systems, community responses are critical to the effectiveness and sustainability of the global response to HIV. Community-based health and social service workers are an integral part of the out-of-facility differentiated models of service delivery for ART and support for children orphaned and made vulnerable by HIV (OVC). This workforce spans both the health and social sector and is composed of community-based workers (CBWs) supported through government departments and workers that are supported through Development Partner initiatives and programs. The U.S. President's Emergency Plan for AIDS Relief (PEPFAR) and the Global Fund for AIDS, Tuberculosis, and Malaria (GFATM) support many in-country community-based workers for the delivery of HIV and other services.

In South Africa, there are many community-based workers supporting health (mainly HIV management) and social services including: community care givers, treatment adherence supporters, home based carers, child and youth care workers, mentor mothers, linkage officers, clinic navigators, community development workers, social workers, social auxiliary workers and others supporting services for OVC. Specific HIV management roles for community-based workers in the South African context include among others: distributing anti-retroviral drugs (ARVs) from community-pick up points for stable patients that are decanted from facility-based treatment; facilitating community-based patient adherence clubs; providing individual adherence counseling and tracing defaulters; referring and linking clients from the community to the facility and vice-versa; and promoting the uptake of viral load testing.

In addition, South Africa has a government supported community health worker (CHW) cadre, which is part of the ward-based primary health care outreach teams (WBPHCOTs). This cadre was introduced in 2011 by the National Department of Health (NDoH) in the context of primary health care (PHC) re-engineering towards strengthening PHC as a health promoting service that is patient-centric rather than a curative hospital-centric focused service.

The USAID HRH2030 program intends to conduct an assessment and mapping exercise of community-based health and social service workers in selected districts in South Africa. The goal of this activity is to assess the composition, workload, and functions performed by the community-based health and social service workforce supporting HIV programs in order to increase opportunities for efficiency gains across programs.

This activity will examine strengthening the linkages and referrals between OVC activities and HIV testing and treatment initiatives to guide program efficiencies for target youth and adolescent age bands. Additionally, it will help to identify innovations introduced by government and development partners to improve how CBWs support HIV service delivery that can be further scaled-up and/or included within ongoing health system reform efforts in the context of re-engineering primary health care.

The specific objectives of this activity are to:

- Develop an inventory of the characteristics, roles, workloads and geographical distribution of community-based workers (*including community care givers, treatment adherence supporters, homebased carers, child and youth care workers, mentor mothers, linkage officers, clinic navigators, community development workers, social workers, social auxiliary workers etc.*) providing PHC, HIV, TB and OVC services in selected high HIV and TB disease burden districts in South Africa;
 - Compare these workers to community health workers that are part of ward-based primary health care outreach teams (WBPHCOTs) to understand differences in geographic distribution and workload;
- Identify options for better optimization and efficiency across the range of CBWs to yield HIV service delivery gains;
- Identify opportunities for strengthening linkages between community-based health and social service workers especially for programs targeting high risk youth and adolescents; and
- Identify sustainability factors to consider when expanding roles of assessed CBWs for HIV service delivery, including overall return on investment for different health worker types/models.

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

2. PURPOSE OF THE RFA

URC is looking for the services of a local firm to support the assessment and of community health workers as described under the “specific objectives” in the Context section of this Request for Applications (RFA). The successful Applicant should be a firm with the capacity to carry out the required data collection activities at selected sites within South Africa. Proposed sites will be situated in Johannesburg Metropolitan Municipality in Gauteng Province; eThekweni Metropolitan Municipality in KwaZulu-Natal Province; and Ehlanzeni District Municipality in Mpumalanga Province. Final selection of the wards and sites where the assessment will be undertaken will be done in consultation with in-country stakeholders but the current application is to select two high HIV burden and two lesser HIV burden wards in each district to make a total of six for this assignment and then chose sites/health facilities from these wards to assess and map the activities of community-based workers.

The **assessment** will utilize both quantitative and qualitative data collection. Key methodologies to be utilized include:

- Documentary review of existing data sources on CBWs of interest to this activity
- Key informant interviews with:
 - Officials at the National Department of Health (NDoH), Department of Social Development (DSD), United States Agency for International Development (USAID), U.S. President’s Emergency Fund for AIDS Relief (PEPFAR), Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM) and other relevant agencies as may be determined during the course of implementing the activity

- Metropolitan Municipality/District Municipality/Local Municipality/Health facility managers that supervise CBWs of interest to this activity
- Implementing Partners (IPs), Principal Recipients (PRs), Sub-Partners (SPs) and Sub-Recipients (SRs) running programs that include CBWs of interest to this activity
- Representatives of the various CBWs of interest to this activity
- Other local government or agency officials as may be determined
- Focus group discussions with CBWs of interest to this activity
- Workload assessments of the community-based workers through time and motion studies, interviews, use of individual times sheets and through observation
- Case studies as appropriate

The data collection needs for this assignment include the following:

- Conducting an assessment of community-based workers including the following:
 - An analysis of numbers disaggregated by sex and demographic profile;
 - Mechanisms through which they perform their duties;
 - Various titles/names by which they are referred to;
 - Training they receive;
 - Services they provide along the HIV, TB and/or OVC service delivery continuum;
 - Support they receive (e.g., *supervision, mentoring etc.*);
 - Remuneration and incentive structures (e.g., *salaries, stipends, non-monetary recognition etc.*);
 - Workload (*time spent conducting different activities along the HIV and/or OVC management continuum*); and
 - Factors related to their performance, productivity and sustainability etc.

The firm will also gather data both from community-based workers supported by Development Partners as well as those on the Government payroll.

The successful Applicant should have a team leader with a high-level of knowledge, proficiency and capacity to conduct similar assignments. The successful Applicant should have the capacity to assemble a team of experienced data collectors who are capable of collecting the required information from sites in the target districts using data collection tools that they will jointly be developed in close collaboration with the Client and with inputs from other key stakeholders. The successful Applicant should have the capacity to enter collected information into an appropriate software and the skills to collate, clean and analyze the data as guided by the Client so as to produce meaningful outputs that will be useful in achieving the objectives of this assignment.

The successful Applicant should also clearly mention in their response to this RFA 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 already existent data sets that are key to implementation of the activity, provision of training space for data collectors, subsidization of transportation to districts/sites where data is to be collected, etc..) should clearly be identified in the applicant's response to the RFA. The proportion of cost share as part of the overall cost of this activity should be stated in the Applicant'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 Applicant's cost application. Some illustrative guidance on cost share is provided as an Appendix to this RFA.

3. ACTIVITIES

3.1 Pre-Data Collection

- a. In close collaboration with the Client, finalize the development of data collection tools/interview guides for the following categories of respondents:
 1. Key informants from NDoH, DSD, USAID, PEPFAR, GFATM and other relevant departments/agencies
 2. IP, PR, SP and SR representatives who run programs that have CBWs of interest to this activity
 3. Metropolitan Municipality/District Municipality/Local Municipality/Health facility managers that supervise CBWs of interest to this activity
 4. Representatives of various community-based workers of interest
 5. Others (*as may be determined during course of implementation of activity*)
- b. Development of appropriate electronic means of storage and analysis of collected information.
 1. An appropriate database for storage of data collected during assessment
 2. Appropriate software package(s) for analysis of information collected during the assessment
- c. Develop an organizational structure and team coverage plan that identifies:
 1. Overall team leader
 2. Team composition including information on how actual data collectors will be identified and appropriately trained
 3. Deployment plan for the assessment exercise in the three districts
 4. Timeframe for the exercise
 5. Training plan for data collectors and execution of training
- d. Development of data analysis plans for the assessment

3.2 During Data Collection

- a. Carry introductory letters from appropriate authorities to each site participating in the activity
- b. Conduct documentary review as highlighted in Section 2
- c. Conduct interviews with the key informants identified in Section 2
- d. Conduct focus group discussions (FGDs) as highlighted in Section 2

- e. Conduct workload assessments of community-based workers as highlighted in Section 2
- f. Conduct relevant case studies of illustrative community-based worker programs as mentioned in Section 2
- g. Ensure that all required site-level data is collected as accurately as possible before departing each site

3.3 Post-Data Collection

- a. Enter quantitative data into appropriate software package(s) for storage and analysis as approved by the Client
- b. Enter qualitative data into appropriate software package(s) for storage and analysis as approved by the Client
- c. Compile a report on the implementation of the activity

4. DELIVERABLES

The following deliverables for this assignment consist of the following:

- 1. Data collection tools for the various types of data that needs to be collected as laid out in Section 2
- 2. Interview guides for the various key informants who will be interviewed as laid out in Section 2
- 3. Site-specific data entered into appropriate software packages as per Client’s instructions
- 4. Report on summary findings from analysis of data collected during the assessment
- 5. Report on the data collection process including lessons learned and challenges faced during exercise

5. TIMING, MILESTONES AND PERFORMANCE TARGETS

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

Proposed schedule for key tasks

Key Tasks	Jan	Feb	Mar	Apr
Preparing inception report	X			
Training of data collectors	X			
Data collection	X	X		
Entering, cleaning and analyzing datasets			X	
Producing report as guided by client				X

Milestones and deadlines

Implementation Stage	Milestone	Deadline
Initial	Data collectors trained	January 30, 2017
Advanced	Data from all sites entered into electronic storage and analyzed	March 15, 2018
Completed	Reports submitted as per instructions in Section 4	April 30, 2018

6. AWARD

An agreement will be entered into, at URC's discretion, with the Applicant whose technical and financial offer demonstrates the most responsive and cost-effective approach and methodology to meet the RFA requirements, and whose offer 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 RFA should meet the following requirements:

- Must be a firm with experience carrying out similar work in South Africa
- Must have extensive experience carrying out assignments of similar size and complexity
- Demonstrated expertise in data collection, 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 and knowledge of USAID/PEPFAR programs is preferred

8. SUBMISSION GUIDELINES FOR APPLICANTS

Soft copies of this RFA can be online found at at <http://www.urc-chs.com/sites/default/files/RFA-HRH2030-Data-Collection-171219.pdf>. Only electronic submission of responses to this RFA will be permitted. All responses should be submitted to hrhassessments@urc-chs.com by the deadline mentioned in this RFA.

9. INSTRUCTIONS FOR APPLICANTS:

Applicants are encouraged to review in detail the following eligibility requirements, preparation and submission instructions. Applicants requiring clarification should send their written questions in English to hrhassessments@urc-chs.com by 17:00 hrs. SAST, Tuesday December 5, 2017 referencing the RFA Solicitation Number (FY18-RFA01-5007-010) in the subject line of the email.

9.1 TECHNICAL APPLICATION INSTRUCTIONS

The Technical Application shall be a maximum of 20 pages containing the following sections in the order shown, using clear and concise language.

9.1.1 EXECUTIVE SUMMARY (1 Page Maximum)

9.1.2 CONTEXT (2 Pages Maximum)

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

9.1.3 TECHNICAL APPROACH (14 Pages Maximum)

This section should include a brief description of the Applicant'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 (3 Pages Maximum)

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

- **Previous experience** in implementing data collection activities of similar size and scope, highlighting USAID or other donor-funded experience, as applicable;
- **Personnel experience and capability.** The Applicant will propose an individual or team with specific roles, responsibilities and qualifications of each member. Each team member will have a thorough understanding and demonstrated experience conducting similar assignments. The Applicant should propose at least 1 senior level team member to function as the team lead.

9.1.5 ANNEX TO THE TECHNICAL APPLICATION

Annex: In this section, the Applicant should provide CVs (limit of 3 pages each) and biographical data forms (USAID Form 1420) of proposed key personnel for this activity.

9.1.6 COST APPLICATION INSTRUCTIONS

The Cost Application must be submitted in a separate document in Microsoft Excel format (with formulas) at the same time the technical application is submitted. The Cost Application shall consist of a budget and budget narrative describing the following costs, as applicable:

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 with the data collection
6. Telecommunications related to the assessment
7. Itemized cost share applications that the Applicant will cover as part of this assignment
8. Other expenses that are directly related to the assignment

9.1.8 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
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 prior to the deadline for questions noted on the cover page of this RFA.

* If the Applicant 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 value for this award is not expected to exceed US\$ 40,000. However, the Client will consider the best value for money from Applicants. The Cost Application should be submitted in United States Dollars (US\$).

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

10. EVALUATION CRITERIA FOR APPLICATION

The complete technical application 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 data collection and analysis
 - b. Proposed training and deployment timeline is realistic and reflects a good comprehension of the activities presented in this RFA
 - c. Technical approach is clearly articulated and presents a thorough understanding of data collection methods and clearly articulates how to operationalize this activity in South Africa
2. **Qualifications of Team Leaders and Trainers (20 points)**
 - a. Team leader has demonstrated experience carrying out data collection activities, including site-level assessments and evaluations in South Africa
 - 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 Applicant to successfully conduct all aspects of the data collection, analysis and reporting for the community-based worker assessment exercise as determined by past successful implementation of similar activities
 - b. Clear description of the roles and responsibilities of team members
 - c. Proposed team leader has the qualifications necessary to successfully complete the work detailed in the RFA
4. **Evaluation of Cost Application (30 points)**

After the Technical Application is evaluated by the technical review panel, HRH2030 will review the Cost Application. HRH2030 will assess whether the proposed budget is realistic and feasible given the items and activities described. HRH2030 may contact Applicants to revise budgets if any issues or questions are identified.

II. SUBMISSION INSTRUCTIONS

Applications must be submitted in English to hrhassessments@urc-chs.com by Tuesday December 19, 2017 by 17:00 hrs. SAST. The application must be divided into two parts, the Technical Application and the Cost Application. The two parts should be electronically submitted at the same time.

1. The Technical Application should be typed in a 12-point font and not exceeding 20 pages as described in Section 9.1 above
2. The Technical Application should be submitted in the below order.
 - I. Cover Page
 - II. Table of Contents
 - III. List of Acronyms
 - IV. Executive Summary
 - V. Context
 - VI. Technical Approach
 - VII. Institutional Capacity
 - VIII. Annex with CVs and biodata forms of proposed staff

Note that the Cover Page, Table of Contents, List of Acronyms and Annex do not count toward the 20-page maximum for the Technical Application.

3. The Cost Application 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 RFA may be made at any time prior to the Application submission deadline. Deadline for submission may be extended depending on the scope of a modification. Modifications after the deadline for Applications will be communicated only to those Applicants who submitted applications.

