



CALL FOR EXPRESSION OF INTEREST
EOI NO./AMREF/20/04/2022/005
Lot 6

ROLE (PART TIME)	Technical Expert - Human Resources for Health (HRH) Assets Business Modelling
REPORTING TO	Group Programmes Director & Chairperson of Community of Practice
DURATION	One Year
DUTY STATION	Remote working with significant travel

Background Information

Amref Health Africa was founded in 1957 and has since grown to become the largest African-based international health development organisation. Currently, Amref implements more than 120 programmes across 35 countries and directly reaching more than 12 million people annually. Headquartered in Nairobi, Kenya, Amref Health Africa has offices in nine African countries namely – Ethiopia, Kenya, Malawi, Tanzania, Uganda, South Africa, Senegal, South Sudan, and Zambia. Additionally, there are eleven advocacy and fundraising offices across Europe and North America.

With the bold vision of catalysing “Lasting health change in Africa”, the organisation prioritises transformation aimed at bridging the gap between communities’ needs and the rest of the health system. The organisation’s mission is to increase sustainable health services through innovative solutions in training, quality service delivery, and health financing. To catalyse desired change, Amref deploys a series of process-based and cross cutting drivers namely advocacy and policy, research, innovation, youth, diversity and inclusion.

To deepen, expand, and accelerate its impact, Amref is seeking part time Consultants to work with its thematic technical teams (*organised as communities of practice*). Through this engagement, it is expected that Amref will achieve technical excellence, growth, and deeper impact across Africa.

This assignment will focus on development of social enterprise(s) from the organisation’s human resources for health assets.

Latent Amref’s HRH Assets

Amref possesses the following HRH assets that will form the basis of the assignment;

- a) **Technical Expertise:** Amref has conceptualized and executed HRH initiatives across sub-Saharan Africa for over 60 years. This has deepened our technical capacity and enabled us to provide Technical Assistance in health workforce production (training/education), management, financing and regulation. Most of this expertise is domiciled in Amref’s Institute for Capacity Development (ICD), Amref International University (AMIU) and Country Offices.

- b) **Footprint and strategic networks:** Currently Amref HRH programs reach over 35 countries in Africa. They include training, mentorship/coaching and advocacy. Amref sits in various global, continental and country level strategic networks including HRH taskforces and technical working groups convened by WHO, Africa CDC, national/sub-national governments and CSOs.
- c) **Market driven courses:** In response to evolving market needs, we continuously co-develop novel courses with partners including ministries of health, private sector and the civil society. Some of the niche courses include Leadership & Management for HSS, Digital Literacy in Health, Emotional Intelligence, Strategic Purchasing and Data Optimization. These courses have not been deployed to full scale.
- d) **Virtual learning capabilities:** In keeping up with the digital revolution, Amref has developed and continues to strengthen virtual learning capabilities for multi-country delivery. These has led to creation of agile learning platforms such as JIBU and LEAP. However, full utility has not been realized.
- e) **Brand recognition:** The global and continental brand recognition that Amref commands within the health and related sectors is a priceless asset. This presents a solid foundation to anchor a viable HRH business model for the organization.

1) Purpose and Scope of Work

Purpose

To develop a commercially viable business model for Amref Health Africa's HRH assets in selected Sub-Saharan Africa countries, including a roadmap for execution of the model; and further, support the initial roll-out of the model.

Scope of Work

Through a consultative and field-based process, the consultant will co-develop the HRH business model using a pre-approved inception report.

Without limitation, the process will entail the following:

- **Identifying needs**, potential **investors/partners** and **competitors** in the health workforce space in targeted markets
- Assessing current challenges that inhibit commercialization of Amref HRH assets. These could include but not limited to; **product design, pricing, distribution, promotion/marketing**
- Flag market **opportunities** (size, buyer etc) in the select countries
- Develop a commercially viable business model for a sustainable HRH agenda in Amref. This should include a clear **Unique Value Proposition (UVP)**/differentiation for our niche
- Recommend a clear, detailed **roadmap for execution** of Amref's HRH business model
- **Support initial roll-out** of the model

This assignment will include gathering business intelligence on various aspects of HRH including deployment of technology in training, insights into trends, changes, projections, and opportunities across the entire market. Further, it should capture data on market share, segmentation, size, and growth of the health workforce in those countries.

2) Deliverables

The **deliverables of the assignment** will include the following:

- a) An inception report, including: planned timeline, work plan and budget, detailed methodology / approach, and proposed deliverables/outputs
- b) Proposed commercially viable business model for Amref HRH assets
- c) Proposed roadmap for executing the business model
- d) Final report/slide deck for broad dissemination

At the **end of the assignment**, the consultant will submit to Amref Health Africa the following materials:

- Electronic copies of all data sets
- All quantitative and qualitative data (completed questionnaires, recorded interviews, focus groups interview notes, etc.)
- Any other document that will be used or collected in the course of the assignment.

3) Approach

The Consultant will on a part-time basis:

- Participate in the meetings of the Community of Practice on a regular basis in order to understand Amref and facilitate mutual learning and skills transfer
- Whenever the need for additional scope of work beyond what is defined in this TOR arises, Amref and the Consultant may, on mutual basis, negotiate and agree on that additional scope of work for a number of consultancy days.
- Amref and the Consultant will undertake regular performance reviews.

4) The Person

The ideal Consultant will possess the following attributes:

- Master's Degree or PhD in economics, business management or any other related field.
- Proven experience in entrepreneurship, either as an entrepreneur or provision of support to enterprises towards scale
- Proven hands on skills in research and economic analysis, with at least 5 years of relevant work experience in the development field, preferably in health training and education and labour markets/skills issues.
- Able to formulate relevant solutions for complex sector problems, considering cross-sectoral linkages.
- Preference will be given to a consultant/firm that combines or brings on board the following skills or experiences:
 - Ability to produce well written, analytical reports in English
 - Strong quantitative and qualitative data analysis skills
 - Experience in planning for education and training in Sub Saharan Africa
 - Experience in (social) enterprises and commercialization of assets
 - Experience in designing and managing challenging education or related projects, and relevant analytical work.
 - Demonstrated understanding of the entrepreneurship and the health/education sector specifically, as it relates to health workers training.

5) Timeframe

- This assignment is estimated to take one year i.e. April 2022 – March 2023. Development of the business model is anticipated to take 3months with the roll-out spread across 6months.

6) Expression of Interest Specifications

Interested persons shall attach in their application a technical and financial expression of interest with the following components;

TECHNICAL EVALUATION CRITERIA:

<i>Evaluation Criteria</i>	<i>Requirements</i>	<i>Score Criteria</i>	<i>Actual Score</i>
Scope of service	Refers to the expert's ability to Identifying needs, potential investors/partners and competitors in the health workforce space in targeted markets & Flag market opportunities (size, buyer etc) in the select countries	30 marks	
Capacity of Technical Expert	<p>Refers to the competencies and experience of individuals who are expected to be assigned to the delivery of services covered in the contract. Refers to competencies in:</p> <ul style="list-style-type: none"> - Master's Degree or PhD in economics, business management or any other related field. Attach certified copies (5 Marks). - Motivation Letter and/or Video – 1 Mark - Curriculum vitae 1 Mark <p>Preference will be given to a consultant/firm that combines or brings on board the following skills or experiences:</p> <ul style="list-style-type: none"> - Ability to produce well written, analytical reports in English - Strong quantitative and qualitative data analysis skills - Experience in planning for education and training in Sub Saharan Africa - Experience in (social) enterprises and commercialization of assets - Experience in designing and managing challenging education or related projects, and relevant analytical work. - Demonstrated understanding of the entrepreneurship and the health/education sector specifically, as it relates to health workers training. Provide reference (3 marks) 	10 marks	
Past experience	<p>Refers to the Expert's ability to demonstrate relevant experience working with other Multinationals/ INGOs or corporate & experience working across the health and should have demonstrable experience in entrepreneurship, either as an entrepreneur or provision of support to enterprises towards scale (30 Marks).</p> <p>Give proof of past related works & experiences - contract/Certificate of completion/PO (If an expert fails to show proof h/she will score a (0).</p>	30 marks	
	Sub-total	70 marks	
Interview	Oral interview	30 marks	

	Grand Total	100 marks	
--	--------------------	------------------	--

Only Experts who will score a minimum of **50 out of 70 marks** in the technical evaluation shall qualify for the **interview stage** which forms part of the technical evaluation. **A maximum of top three candidates will be invited for interviews per LOT.** Only Experts who qualify the interview stage shall proceed to financial evaluation.

Proficiency in both English and French languages will be an added advantage.

7) Submission of applications

Bid documents for the above requirements must be submitted to EOI@Amref.org so as to be received **on or before Monday 9th May 2022 at 12 noon (EAT)**. Late tenders will be rejected. Only shortlisted candidates will be contacted. Interested Experts can join the opening of the bids through zoom link

<https://amref.zoom.us/j/81804068992?pwd=aGlQaGxON0JRYXFaY25vU0VBVnk2dz09>

Meeting ID: 818 0406 8992

Passcode: 25#%1ER003

8) Financial Requirements

Note: In case of discrepancy between the unit price and total, the unit price shall prevail.

Proposed Daily Rate in USD	In Figures:	
	In Words:	
Expert's Name and Address	Date:	
	Signature:	

- Experts will be subject to 5 % Withholding tax for Kenya Nationals and 20% for non-Kenyans.
- Amref will negotiate with successful Experts on the daily applicable rate

9) Evaluation of Expressions of Interest

- Amref Health Africa will evaluate the expressions of interest based on technical and culture fit and value for money
- Amref Health Africa reserves the right to accept or reject any expression of interest without giving reasons and is not bound to accept the lowest or the highest bid.