



## **TERMS OF REFERENCE**

### **RESTRICTED TENDER**

**TENDER NO: AMREF/31/05/2023/014**

Optimizing Efficiency for Organisational Excellence

#### **1.1 Background**

Amref Health Africa (Amref) was founded in 1957 and has since grown to become the largest Africa-based international health development organisation; currently implementing close to 200 projects, directly reaching more than 12 million people across 35 African countries. Headquartered in Nairobi, Kenya, Amref has offices in nine countries in Africa - Ethiopia, Guinea (Conakry), Kenya, Malawi, South Sudan, Senegal, Tanzania, Uganda and Zambia. Amref's work in each country responds to local needs and priorities, empowering communities to take ownership of health and strengthen the health systems. An additional eleven advocacy and fundraising offices are located in Europe and North America. Amref owns 3 social enterprise subsidiaries, namely Amref Flying Doctors, Amref Health Innovations and Amref International University. In the spirit of Ubuntu, partnership and networking are key elements of Amref's approach. Amref has a workforce of close to 2,000. The organization is driven by its vision of 'Lasting health change in Africa' and its mission is 'To increase sustainable health access to communities in Africa through solutions in human resources for health, health service delivery, and investments in health'.

#### **1.2 Aims and Objectives of the Assignment**

Amref is looking to assess the efficiency and effectiveness of its current operations for operational excellence. The scope of the assessment shall include operation functions to support delivery of the organization's strategy for 2023-2030, service and customer experience, processes, automation and digital systems, and third party spend. Amref uses Microsoft Dynamics Navision, which is an end-to-end ERP that automates major organisational functions; finance, human resource, procurement and sub-grants management). This review shall cover all operations supporting Amref's hosted entities (seven in total), all nine Africa based offices, including her affiliated subsidiaries (Amref Flying Doctors, Amref Health Innovations and Amref International University).

In undertaking this exercise, the Consultant shall be expected to create a **bespoke customer service unit** for Amref's hosted entities, identify priorities for improvement, evaluate the financial impact of priorities, develop an integrated program for implementation, and support with the implementation through a Results Management Office (RMO).

**This exercise is expected to enable Amref become customer centric, optimise resources, be more agile and responsive.**

### 1.3 Specific Objectives

The assignment shall be done in three phases as follows:

Phase I – Bespoke customer service unit

Phase II – Diagnostic review

Phase III – Implementation support

#### **Phase I – Bespoke customer service unit**

- i. Diagnostic review of how Amref connects with its internal customers
  - o Is Amref connecting with its clients along the right channels?
  - o Is Amref delivering the right products/ service to staff?
  - o Is Amref's organizational structure best fit for customer centricity?
  - o Does Amref's IT infrastructure and architecture prepare the organisation for the new customer reality?
- ii. Design a **bespoke customer service unit** which is agile and focussed on customer service.
- iii. Improve service excellence/ customer experience.

#### **Phase II: Diagnostic Review**

The diagnostic review will aim to:

- i. Assess the effectiveness of Amref's support functions Finance, Human resource, Procurement, Communication, ICT, Legal, Administration, Security, Transport & Logistics and sub-grants management and document our current (as-is) process maps.
- ii. Conduct comparative analysis of our current (as-is) processes and benchmark with other available global standards as well as benchmark organizations.
- iii. Identify all key workflow related pain-points among staff in all functions.
- iv. Analyse our current (as-is) processes to identify key areas of inefficiencies, leakages, waste etc. informing improvement opportunities.
- v. Analyse our current sub-granting processes and procedures to identify key areas of inefficiencies, control weaknesses, waste etc. informing improvement opportunities.
- vi. Identify opportunities for:
  - o process optimisation
  - o automation and digital intervention
  - o systems improvement
- vii. Establish a baseline by quantifying the total sum of organisational cost incurred on our current (as-is) business processes, and a quantified projection on the benefit to be realized in the new (to-be) business processes. This includes a diagnostic review of third party spend (pricing and strategic priorities).
- viii. Define a path to execution on these opportunities. Design Amref's to-be business processes, clearly showing functional interfaces and seamless workflows, and ensure alignment to strategy and compliance with Amref standards and global best practice.

This will entail a:

1. Diagnostic review of Amref's operations/support functions
  - a. How agile are Amref's support functions? (responsiveness, effective, efficient etc.)Are the operation functions effectively supporting the implementation of Amref's corporate strategy?

2. Diagnostic review of Amref processes
  - a. How effective and efficient are Amref internal processes?
  - b. Does Amref have processes optimized to deliver value to its target customers/ clients/ beneficiaries?
  - c. What opportunities exist for process review and optimisation?
3. Diagnostic review of Amref's readiness for a digital transformation
  - a. To what extent is Amref a digital organisation? How ready is Amref to go digital?  
What opportunities exist for a full digital transformation?
4. Diagnostic review of Amref systems
  - a. Is Amref working with the right systems for efficient and effective delivery? Which systems require review, and or improvement for operational efficiency?
5. Diagnostic review of Amref's third party spend
  - a. Is Amref paying the right price given market review?  
Does the quantum and direction of spend growth speak to Amref's priorities?

In undertaking the above, the Consultant is expected to:

- a. Set the foundation and carry out required assessments
- b. Determine and prioritise the main opportunities to increase productivity, efficiency, and effectiveness
- c. Determine the action plan outlining clear timelines and milestones
- d. Evaluate the financial impact of identified opportunities

### **Phase III: Implementation Support**

- i. Review the prioritisation of initiatives based on strategic aspirations of Amref.
- ii. Review the financial impact of identified initiatives.
- iii. Set up a Results Management Office (RMO) to support the implementation of initiatives agreed in 1 and 2 above.

Phase III shall be awarded based on approval and acceptance of Phase I and II deliverables and outcomes.

#### **1.4 Duration of the Assignment**

Phase I: The assignment is expected to be completed within six (6) weeks from the date of inception.

Phase II: The assignment is expected to be completed within four (4) months from the date of inception.

Phase III: To be confirmed. However, support is expected during the first year of Corporate Strategy (2023-2030) implementation.

#### **1.5 Deliverables (Phase I and II only)**

This engagement will provide the following deliverables:

1. (week two) **An Inception Report** to be submitted to the Amref Health Africa Group Leadership Team which shall include among other aspects:
  - proposed implementation plan for the bespoke customer service unit
  - process maps, include design processes

- project management and governance structure
- approach and methodology
- project plan and schedule of deliverables
- plan for a user design workshop (owners and users of process) to socialize the implementation plan

2. (week ten) **Draft Organisational Effectiveness Report** consolidating findings and opportunities to improve the organisation’s effectiveness, efficiency and productivity; and decentralize approval authority where possible.
3. (week fourteen) **Final Organisational Effectiveness Report** which shall include an implementation roadmap of prioritised opportunities to improve the organisation’s effectiveness, efficiency, and productivity.
4. (week sixteen) **Financial Impact** of prioritised opportunities to be submitted to the organisation.

1.6 **Status Update reports**

- The Consultant shall hold a status update meeting and submit a status update report every two (2) weeks throughout the project.

1.7 **Responsibility and Reporting**

The Consultant shall report to the Chief of Staff throughout the engagement. In addition to the Chief of Staff, oversight will be provided by a small committee, representing Finance, ICT, HR, Procurement, and two users from Amref. The consultant will be expected to:

- Work closely with the team and key processes owners to effectively transfer knowledge and manage change;
- Work with the team to identify key points of impact on staff and risks during new process implementation and advise on appropriate change management mechanisms; and
- Advise the Group Leadership Team on any other value-add considerations towards improving organisation-wide effectiveness and efficiency.

1.8 **Key Assessment Criteria**

<b>Technical Requirements</b>	<b>Max Score</b>
<b>1. Interpretation &amp; understanding of the Terms of Reference</b>	<b>10 Marks</b>
<b>2. Methodology</b> <ul style="list-style-type: none"> <li>• Approach to be used to carry out the assignment</li> <li>• Workplan schedule</li> </ul>	<b>10 Marks</b>
<b>3. Experience</b> <ul style="list-style-type: none"> <li>• Relevant experience on similar projects in the last 5 years (From 2018 onwards)</li> <li>• Evidence of at least 3 recent similar projects (<b>Provide extracts of contracts, Purchase Orders or invoice copies) and/ or recommendation / reference letters).</b></li> </ul>	<b>15 Marks</b>

<b>4. Key Personnel and Experts</b> <ul style="list-style-type: none"> <li>Team leader or key persons in the assignment must possess relevant professional qualifications in Business Process Improvement or any related field. Attach CV Proposed Team leader or key personnel must demonstrate evidence of similar work done in large and complex organisations, preferably of international nature. Experience in the Not-For Profit sector (INGOs) will be an added advantage</li> <li>Provide a list of your proposed team and their respective duties and provide abridged Resumes for each staff</li> </ul>	<b>15 Marks</b>
<b>Total Score</b>	<b>50 Marks</b>
<i>Note: Bidders who score below 70% in the Technical requirement will be considered as non-responsive and therefore will be eliminated at this stage</i>	

## 1.9 Format of the Proposal

### Technical Proposal

1. Consultant's Organisation and Experience
2. Comments or Suggestions on the Terms of Reference and on Counterpart Staff and Facilities to be provided by the Client.
3. Description of the Approach, Methodology, and Work Plan for Performing the Assignment
4. Work Schedule and Planning for Deliverables
5. Team Composition, Key Experts Inputs, and attached Curriculum Vitae (CV)

### Financial Proposal

1. Should be in U.S Dollar
2. Provide a Summary of Costs
3. Breakdown of Remuneration,
4. Reimbursable expenses, if applicable

Interested consultants should send their Technical and Financial Proposals to Amref Health Africa to the email: [operation.excellence@amref.org](mailto:operation.excellence@amref.org) clearly indicating on the subject line: **TENDER NO: AMREF/31/05/2023/014 'Proposals: Business Process Review'** on or before **Wednesday 14<sup>th</sup> June 2023** on or before **12NOON EAT**. Shortlisted bidders will be invited for interviews at a date and place to be agreed on after submission of proposals.