



TERMS OF REFERENCE FOR CONSULTANCY FOR AFYA ELIMU FUND STRATEGIC PLAN DEVELOPMENT

Dates:

August 20 – 30 September 2018

Estimated Number of Days: 15

1.0 Background

The Human Resources for Health (HRH) Kenya is a Mechanism funded by the President's Emergency Fund for AIDS Relief (PEPFAR) through the United States Agency for International Development (USAID). Implemented by IntraHealth International Inc. and its partners AMREF Health Africa and Strathmore University Business School (SBS), the mandate of HRH/Kenya is to strengthen health workforce management to achieve improved health outcomes. It is anticipated that by the end of the five-year Mechanism (Sept. 27, 2016 –Sept. 26, 2021): 1) Health workers training colleges will have increased numbers of market ready graduates who are responsive to Kenya's disease burden; 2) National and County leadership will have efficient HRH management systems to address workforce challenges including reduction of staff shortages; and, 3) National and County Governments will make HRH decisions based on market – driven data and disease epidemiology to improve health outcomes. HRH Kenya mechanism serves to build on the successes and lessons learned from HRH Capacity Bridge & FUNZOKenya Projects.

In 2013, the United States Agency for International Development (USAID) through the FUNZOKenya project, the predecessor to the HRH Kenya Mechanism, in partnership with the Higher Education Loans Board (HELB), the Ministry of Health (MOH) and the private sector established the Afya Elimu Fund (AEF), to provide low interest (4%) loans to prospective healthcare trainees in mid-level medical training institutions. The AEF initiative targets bright and, financially needy students and, those from underserved regions of Kenya and, operates on a revolving fund basis. The ultimate objective is to increase the availability of skilled mid-level healthcare workers that are responsive to the country's disease burden, more so, in HIV/AIDS and other priority health needs. The Afya Elimu Fund (AEF) oversight committee is currently the highest governance structure for the fund that will be replaced by the AEF board of trustees once established. The committee has been providing strategic direction to the fund and is supposed to resource mobilization. The committee has also been responsible for approving all first time applications for tuition loans to needy students. The committee comprises of broad base stakeholders that include MOH, HELB; Faith based organisation, contributors and medical training institutions.

As of May 2018 18,211 students had received AEF loans, KES 1.17 billion/USD\$ 11.7 million mobilized, 4,814 beneficiaries had graduated and 25% of them employed in the health

sector. This growth notwithstanding, the fund continues to face huge challenges in meeting the demand for student tuition loans. Every year the fund awards only 50% of the eligible applicants. This limitation in funding is attributable to several factors that include; limited number of contributors more so the private sector, 25% of the graduates are employed limiting loans repayments and revolvability for sustainability. The fund needs to urgently accelerate its resource mobilization to attract more contributions and increase graduates employment..

An audit on the fund conducted in 2016 identified strengthening of the fund's governance as a key ingredient to the fund's growth more so on resource mobilization plans, long term sustainability and operational efficiency. The finding also proposed the constitution of AEF fund trustees to provide oversight and strategic direction to the fund. In addition, the audit recommended development of a strategic plan for the fund to capture its long term resource mobilization plans. It is expected that the functions of AEF committee will be taken up by the fund trustees once constituted.

Against this backdrop HRH Kenya will thus support the AEF to develop a 5 year strategic plan that will define the fund's governance and management structures, set out the fund's growth plan and identify the key strategies to employ for the fund to realize its growth and sustainability plans as envisaged. The developed strategic plan will also be aligned to HELB where the AEF is anchored.

The overall goal of this consultancy is to lead the development of a five (5) year AEF strategic plan linked to HELB's strategic plan and strategies to mobilize resources from the private sector.

2.0 Responsibilities of the Consultant

The consultant will be expected to work in close consultation with the HRH Kenya Team Lead ; Health Workforce Training, AEF Technical Manager and HELB's External Funds Manager. The final products of this consultancy are a strategic plan document. The Consultant will work on day to day basis with the AEF Technical Manager and HELB's External Funds Manager.

2.1 Detailed lists of tasks;

1. Develop detailed work plan for the process to be employed in the development of the AEF strategic plan including resource mobilization for private sector
2. Conduct desk review of the relevant documents: AEF Operations Manual(2018), HELBs Strategic Plan 2013 – 2018 , AEF audit report to inform on current situational/ context analysis and prepare a report on the proposed ideal governance structure
3. Develop the agenda and relevant content for the strategic planning workshop
4. Facilitate the strategic planning workshop and prepare a workshop report
5. Synthesis results from the context analysis, input from stakeholders from the strategic planning meeting/workshop and other subsequent meetings.
6. Develop the strategic plan that clearly outlines key strategies on the following areas among other standard strategic plans themes; governance structure, resource mobilisation, employment of AEF graduates, AEF brand feasibility and pitching and overall sustainability of the fund. Incorporate all feedback in preparation of the final strategic plan document launch and dissemination

2.2 Responsibilities of IntraHealth International:

- Provide the consultant with relevant background information on the AEF to facilitate desk review and context analysis
- Convene the workshop to develop the strategic plan and meet the costs of convening the workshop
- Coordinate continuous feedback and input from all key stakeholders (including private sector) relevant to the strategic plan development and if necessary arrange for meetings with Consultant to provide the feedback
- Transport and any other logistical requirements for the Consultant to facilitate successful undertaking of the consultancy

3.0 Key deliverables and reports from the Consultant

The Consultant will provide the following

- An inception report detailing the findings from the context analysis and implication on the strategic plan development process and methodology
- A workshop report for the strategic plan
- The final strategic plan document complete with an implementation matrix
- The final assignment report detailing the process, methodology and lessons learnt/recommendations

4.0 Location of assignment:

Nairobi or other locations in Kenya

5.0 Travel

The assignment may require travel within/without Nairobi and the Project will facilitate accordingly as per policy.

6.0 Period of Performance and Daily rate

The consultancy is estimated to be completed in 15 working days at an agreed daily rate per day on the days to be agreed upon. Table 1 and 2 breaks down the assignment into the key activities, time required to achieve the activity and the major timelines

Table 1: Key activities towards the assignment and completion dates

Activity	Objective	Output	LOE[days]	Completion dates
Inception meeting to gain familiarity with HRH Kenya Mechanism and AEF and gain consensus on the timelines for the assignment	<ul style="list-style-type: none"> Consultant to develop an appreciation of the AEF and the task/Activity and receive AEF documentation to facilitate desk review 	<ul style="list-style-type: none"> Inception report 	1	01 July 2018
Context analysis of the AEF through desk review	<ul style="list-style-type: none"> The consultant develops a background statement on the AEF from desk reviews of all AEF materials 	<ul style="list-style-type: none"> Inception report containing context analysis findings 	1	10 August 2018
Workshop to develop the strategic plan	<ul style="list-style-type: none"> The Consultant develops the draft strategic plan from outputs from guided focused group discussions with workshop participants 	<ul style="list-style-type: none"> Workshop report 	2	17 August 2018
Consolidation of the workshop outputs into draft strategic plan	<ul style="list-style-type: none"> The Consultant consolidates the agreed vision and mission statements, strategic goals/objectives and strategies/activities, SWOT and implementation plan and performance management 	<ul style="list-style-type: none"> Draft AEF strategic plan 	2	31 August 2018
Presentation on the draft AEF strategic plan and feedback	<ul style="list-style-type: none"> The Consultant receives feedback/comment and 	<ul style="list-style-type: none"> Revised draft of the AEF strategic plan 	1	04 September 2018
Incorporation of stakeholder feedback and final report development	<ul style="list-style-type: none"> The Consultant develops revised draft as well as final report for the assignment 	<ul style="list-style-type: none"> Draft 2 of the AEF strategic plan 	1	14 September 2018
Total			8	

Table 2: Key activities towards the assignment and timelines

Key Activities	Responsibility	Time Frame							
		Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8
Inception meeting	Consultant & AEF team	X							
Context analysis and desk reviews	Consultant		X						
Inception and context analysis report	Consultant		X						
Preparation for strategic plan development workshop	Consultant			X					
Strategic plan development workshop	Consultant, AEF team & Stakeholders/BOT			X					
Consolidation of workshop outputs and drafting Strategic plan	Consultant			X	X	X			
Presentation of draft one of Strategic plan and feedback	Consultant & AEF team						X		
Incorporation of feedback and development of draft 2	Consultant						X	X	
Final report development	Consultant							X	
Presentation of final Strategic plan and report	Consultant								X

7.0 Payment terms:

1. 20% down payment upon presentation of an acceptable inception report incorporating the context analysis findings
2. 50% payment upon delivery of a draft AEF strategic plan and a workshop report.
3. 30% Payment upon delivery of the final AEF strategic plan and final assignment report

8.0 IMPORTANT: Data Management and Quality Assurance:

All materials issued to consultant must be securely kept under his/her custody during the period of engagement and should not be shared or transferred to any other recipient. The course content and materials remains the property of IntraHealth International as a copy right owner.

9.0 Specific qualifications and requirements of Consultancy:

- At least a master's degree in a relevant field in the area of strategic planning and management, public policy, development studies
- At least five years professional experience in strategic planning/development
- Prior working experience on organizational development and institutional strengthening
- Good understanding of resource mobilization strategies for private sector to grow fund kitty
- Demonstrated experience in working with senior government, development partners, private sector and other stakeholders in health system strengthening
- Ability to work with minimal supervision
- High level written and oral communications skills
- Must be result-oriented, a team player, exhibiting high levels of enthusiasm, tact, diplomacy and integrity
- Demonstrate excellent interpersonal and professional skills in interacting with AEF multi-sectorial stakeholders/Fund Trustees
- Skills in facilitation of stakeholder engagements/workshops
- Evidence of having undertaken similar assignments;
- Experience in working with USAID agencies and other international organizations will be an added advantage.

10.0 Submission

Qualified Consultants should submit both financial and technical proposal to Jackline Moraa on jmoraa@intrahealth.org on or before **5.00pm, August 14, 2018**.