



Terms of Reference for a consultancy on Human Resources for Health (HRH) Mid-term Assessment

1.0 About HRH Kenya Mechanism

The Human Resources for Health (HRH) Kenya is a five-year (Sept. 27, 2016 –Sept. 26, 2021) mechanism funded by the Presidents 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 in 24 high disease-burden focus counties. To achieve this result, the mechanism focuses on three sub-purpose areas: 1) Improve quality of training and increase the number of graduating health workforce; 2) Improve management and leadership of health workforce at the county level and, 3) Optimize data use for effective HRH decision making at national and county level.

2.0 Purpose of the assignment:

The mechanism will conduct a midterm assessment in all 24 focus counties comprising of the following 5 major components;

2.1 County Human Resource Management Maturation Assessment

In order to determine the critical interventions towards improvement of HRH management systems at county level, this component will target all the 24 PEPFAR focus counties. The HRH maturation midterm assessment intends to establish the current status of Human Resources Management and Development systems in the PEPFAR focus counties, identify gaps and determine critical interventions to address the gaps towards improvement of HRH

management systems as well as provide a benchmark for examining what change is triggered by the mechanism's interventions at midterm.

The following are the specific objectives of the assessment

- Establish the stage of HRH systems maturation in 24 PEPFAR focus counties.
- Identify the HRHM & D systems gaps that hinder progression of the systems to sustenance stage of maturation.
- Propose critical interventions to HRH Kenya and target counties to address the gaps towards improvement of HRH management systems.

2.2 Training Institutions Capacity Assessment

This component aims to assess whether the targeted 13 training institutions have the necessary capacity to implement the HRH Kenya Pre-service and In-service training related interventions, and to identify weaknesses in curriculum, faculty and training environment that require improvement. The specific objectives include;

- To assess the capacity of training institutions on curriculum governance and management, including capacity to employ competency-based approaches to develop and review curricula in alignment with regulatory standards & local needs (HIV, gender and GBV, RMNCAH/FP, and Malaria)
- To assess institutional capacity to develop, review and implement e – learning curriculum
- To evaluate faculty capacity on readiness to uptake innovative teaching approaches including designing and delivering competency-based curriculum and blended learning
- To assess faculty capacity on skills lab methodology training
- To establish faculty knowledge and awareness of local priority issues including HIV, gender and GBV, RMNCAH/FP, and Malaria
- To assess institutional learning environment - clinical placement sites, skills labs, library & e-labs against prescribed standards by regulators
- To assess materials and equipment for skills and e-labs against standards set by regulators

2.3 Afya Elimu Fund Assessment

The Afya Elimu Fund (AEF) is a revolving fund initiative that aims to provide low interest (4%) loans to prospective healthcare trainees in mid-level medical training institutions. Afya Elimu fund (AEF) focuses on middle level cadres such as nursing, laboratory technologists, nutritionists and clinical officers among others who form about 90% of the Kenya's health workforce. Afya Elimu Fund specifically targets needy students who cannot afford the high cost of medical training and those from underserved regions of the country. This component of the assessment which will mainly focus on data extraction will aim to establish;

- Number of students who apply and meet requirements for admission for health science programmes in key cadres by sex and age
- Total number of students who are enrolled in health science programmes for key cadres by sex and age
- Proportion of needy students, by training institution by sex and age
- Student dropout rate for lack of school fees by sex and age

2.4 HRH Systems, ICT Infrastructure and Software Assessment

Integrated Human Resources Information System (iHRIS) has been implemented in Kenya since 2013, and with devolution, counties have been using HRH data since then to make independent HRH decisions. The HRH Kenya mechanism has been building on these gains, with an aim to bring it to completion for handing over to the county governments and for replication by the PEPFAR funded service delivery partners.

The overall objective of the assessment is to identify the ICT infrastructure in 24 PEPFAR priority counties, high volume sites and lead training institutions. The assessment will include testing suitability of infrastructure (computers, Local Area Networks, printers, scanners) and the level of implementation of iHRIS Train and Manage in the counties. The specific objectives of the assessment include: -

- To determine the current status of ICT infrastructure in the 24 counties, select high volume sites and 6 lead training institutions.
- To determine knowledge and use of the iHRIS software among personnel in the various institutions

2.5 Human Resource Data Demand and Use Assessment

The Human Resources for Health (HRH) Kenya Mechanism has developed a data demand and Information use (DDIU) strategy to guide its implementation, that is currently awaiting MOH sign-off. To guide its implementation, it is critical to assess the current situation in the 24 counties, the training institutions and select USAID funded service delivery partners. The overall objective of this component is to understand the current status of HRH data use at county, training institutions and partners and the underlying factors affecting data use. The specific objectives include: -

- To establish the current status of HRH data collection, update into iHRIS, data use in the counties, partners and training institutions?
- To identify the underlying technical, organizational and behavioral/individual factors that affect HRH data collection, update and use?
- To determine the interventions that could contribute to improvement of HRH data collection, update and use in these institutions?

3.0 Key Tasks for the Consultancy

The study core team has developed a concept note that describes the background, purpose, scope and methodology to be employed in this assessment, as well as draft tools that will be used for data collection. The key tasks of the consultant will therefore include the following:

1. Develop a draft HRH Assessment study protocol for review by study core team
2. Review the protocol with study core team complete with entire HRH Assessment sampling methodology, data analysis plan and reporting templates
3. Seek approval from HQ and local institutional review boards
4. Develop training content and train study core team in HRH Assessment process and implementation
5. Develop data entry platforms
6. Train teams in data collection and conduct data collection in 24 counties

7. Supervise data entry and cleaning
8. Conduct data analysis
9. Prepare a draft report
10. Make a presentation of the report to the Study Core Team
11. Make a presentation of the report to counties for validation
12. Make necessary revision and submit a final report and presentation

4.0 Responsibilities of the Consultant

With reference to the background and process described above, the consultant will be expected to work in close consultation with the HRH Kenya Mid-term Evaluation Core Team. The HRH Kenya M&E Manager will be responsible for review of tasks assigned and giving approvals.

5.0 Key deliverables and reports

The consultant will be required to deliver the following:

1. Study Protocol
2. Final Tools
3. Draft Report – with county specific findings and recommendations
4. Final Report – with county specific findings and recommendations
5. Power point Presentation
6. County Specific briefs

6.0 Location

The consultancy will take place in 24 Counties and IntraHealth International Nairobi office. The counties include; Homa Bay, Kisumu, Migori, Siaya, Busia, Kakamega, Trans Nzoia, Turkana, Uasin Gishu, Nakuru, Narok, Muranga, Mombasa, Kilifi, Nairobi, Makueni, Kitui, Kisii, Nyamira, Meru, Kiambu, Kwale, Samburu and Baringo.

7.0 Travel

The assignment will require travelling to select counties and training institutions. The consultant will periodically meet HRH Kenya Mid-term evaluation Core Team in the Nairobi Office.

8.0 Period of Performance and Daily rate

The consultancy is estimated to be completed in 50 days at an agreed daily rate per day between the months of July through September 2019.

Activity/Task	No. of Days
• Develop a study protocol for review by the Study Core Team and Ethical Review Board	5
• Review and Finalize study tools	5
• Develop and present data analysis plan for review by study team	2
• Train Teams in data collection methodology and tools	5
• Data Collection	8
• Develop data entry platforms/databases	2
• Supervise data entry and cleaning	3
• Conduct data analysis and report writing	10
• Report Validation in the county clusters	5
• Final report & County specific briefs	5
Total Number of days	50

9.0 Payment terms – based on milestones

Deliverable	Date	Installment
Final Protocol Submission	July 15	30%
Acceptable draft HRH Mid-term Assessment report	August 20	30%
Final HRH Mid-term Assessment Report, Power point presentation ,clean final datasets and county briefs	September 30	40%

10.0 IntraHealth's responsibilities:

IntraHealth will be responsible for the following;

1. Review of protocol and all drafts prepared by the Consultant
2. Ethical Review process and payment
3. Communication to, and mobilization of the counties, training institutions, regulatory bodies and any other study target population agreed on based on the data collection schedule.
4. Hiring and payment of research team
5. Meeting all travel costs for the consultant and research team using IntraHealth local per diem rates
6. Payment of consultancy fees upon achievement of the milestones

11.0 Consultant Qualifications:

The assignment will require a consultant with demonstrable competencies and experiences in:

- Familiarity with working with government health agencies and Kenya health workforce systems and policies;
- A postgraduate degree in Health Systems, Public Health, Biostatistics or related areas;
- At least 10 years post-qualification experience undertaking similar/related work.
- Experience in designing and implementing similar/related studies.

12. Institutional Framework and Team Contacts

Responsible person	Function	Email
Janet Keru	Manager, Monitoring and Evaluation (M&E)	jkeru@intrahealth.org

The Consultant will report to the Manager- M&E during the assignment, but on a day to day basis will work with M&E team, HRH Kenya Technical Team leads, and Strathmore Business School and Amref Health Africa Assessment focal persons.

13.0 Submission

Qualified Consultants should submit a technical proposal, CV and daily rate for the number of days proposed, to kenyajobs@intrahealth.org and copy Janet Keru on jkeru@intrahealth.org on or before **12 noon, 24th June 2019**

14.0 Project Tracking Code (s): 3427400-4.1