



**Elizabeth Glaser  
Pediatric AIDS Foundation**  
Fighting for an AIDS-free generation

**REQUEST FOR PROPOSALS #S030865**

**Consultant for Health System Strengthening Human Resource, Integration of service and Sustainability**

in support of

ELIZABETH GLASER PEDIATRIC AIDS FOUNDATION (EGPAF)

Maseru

**(EGPAF Lesotho | LCA Office Complex, 30 Princess Margaret Road | Ground Floor | Maseru, Maseru, Lesotho)**

**Firm Deadline: Friday, March 10, 2023**

The Elizabeth Glaser Pediatric AIDS Foundation, a non-profit organization, is the world leader in the fight to eliminate pediatric AIDS. Our mission is to prevent pediatric HIV infection and to eliminate pediatric AIDS through research, advocacy, and prevention and treatment programs. For more information, please visit <http://www.pedaids.org>.

**BACKGROUND**

The Government of Lesotho since 2004 has worked tirelessly to scale up access to comprehensive HIV prevention, treatment and care services to all Basotho through a nurse driven service delivery model in public facilities. Over the past 15 years, the HIV response has demonstrated resilience through key shifts in policy, strategy and innovation. Lesotho has consistently adopted guidance that supported local efforts to meet global UNAIDS 90 90 90 targets and attained HIV epidemic control in 2020. The successful adoption and implementation of option B+ for the prevention of mother to child transmission of HIV in 2013, Test and Treat for all in 2016, and differentiated HIV testing services in 2018, coupled with the scale up of improved advanced HIV disease management, differentiated service delivery, ART optimization, HIV drug resistance monitoring and management have been instrumental in propelling the country towards HIV epidemic control.

However, despite this progress in the response, new HIV infections remain unacceptably high, with high rates of HIV related stigma, discrimination and inequalities remaining prevalent especially among young people, women and key populations. The COVID-19 pandemic has further exposed and compounded these inequalities, threatening the gains made in the HIV response in Lesotho.

**SCOPE OF WORK AND CONTRACTOR DELIVERABLES**

Please refer to attached ToR for detailed information

**FOUNDATION RESPONSIBILITIES:**

Please refer to attached ToR for detailed information



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**LOGISTICS:**

Please refer to attached ToR for detailed information

**KEY CONTRACT TERMS:**

The anticipated contract type is Cost Reimbursable Contract. Unless stated otherwise in the statement of the work, the Contractor is responsible for providing equipment and/or supplies required to perform the services.

**OPTIONAL WORK:**

In the event that additional services of similar scope are required by the Foundation for the same individuals identified in this Contract, the daily rates will not increase by more than 5% in subsequent option periods, assuming those periods correspond with the following calendar year.

**EVALUATION CRITERIA AND SUBMISSION REQUIREMENTS:**

The Foundation will accept the proposal that presents the best value. All proposals will be evaluated against the following Evaluation Criteria. Each proposal must contain the items listed in the Submission Requirements column in the following chart. Please submit your Submission Requirements in the order that they appear below.

<b>Evaluation Criteria</b>	<b>Submission Requirements</b>	<b>Weight</b>
Qualifications of proposed individuals and past performance on similar work.	CV/Resume of proposed individual(s) to work on this project and 2 reference letters per individual. 3 professional reference letters from similar past projects with phone and email contact information	25.00 %
Timeframe of implementation	Estimated hours, timeframe with deliverables, final delivery date	15.00 %
Contractor's proposed process and approach to meet our needs efficiently	A maximum 5-page written proposal explaining the process and timeline for implementation	40.00 %
Cost Reimbursable contract price	A detailed budget including all anticipated applicable costs required to complete this project.	20.00 %
Total		100.00%

All applicants are required to be registered and authorized to perform the scope of work in the place of performance. A copy of valid registration must be submitted with each proposal.



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**Penalty:**

Should the agreed delivery or completion dates not be met in the case of fault of the Contractor, the Foundation shall be entitled to demand payment of late delivery penalties amounting to 1 % of the value of the late deliveries/services per started week of delay up to a maximum amount of 5% of the entire value of the contract.

**PROPOSED TIMELINE:**

DATE	ACTIVITY
2/23/2023	Release of RFP
3/6/2023	Submission of Inquiries directed to: Boithatelo Ratsoane, Procurement Manager, tenders-ls@pedaids.org Any form of canvassing will lead to automatic disqualification of the firm  No phone calls please.
3/7/2023	Question and Answer Response Document posted on EGPAF website at <a href="http://www.pedaids.org/pages/contracting-opportunities">http://www.pedaids.org/pages/contracting-opportunities</a>
3/10/2023	Completed proposals must be delivered electronically by the deadline mentioned on page one to: Boithatelo Ratsoane, Procurement Manager, tenders- ls@pedaids.org
3/24/2023	Final decision announced and Offerors notified
3/27/2023	Contract executed and Services begin.

Please note it is our best intent to comply with the above timeline but unavoidable delays may occur.

**KEY SOLICITATION TERMS AND CONDITIONS**



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The following terms and conditions apply to this solicitation. Preference will be given to bidders who can meet EGPAF terms. Any exceptions to the requirements or terms of the solicitation must be noted in your submission.

1. All submissions and/or communications should be identified by the unique RFQ or RFP Reference Number reflected on the first page of the solicitation document. Failure to comply with this requirement may result in non-consideration of your submission. Late quotes/proposals may be rejected without being considered.
2. Participation in this solicitation is open to all legal vendors that are registered and comply with the laws of doing business in the applicable country where services will be rendered. To be eligible for participation in the bidding procedure, bidders must prove to the satisfaction of EGPAF that they comply with necessary legal, commercial, technical, and financial requirements and are able to carry out the resulting work effectively. EGPAF may, at its discretion, require the presumed winner of the procurement to provide a copy of a valid registration certification and/or tax compliance (i.e. VAT) prior to awarding of the final procurement. Failure to provide this information at that time may automatically disqualify a bidder from selection.
3. EGPAF shall use its best endeavors to ensure that funds provided under this solicitation do not provide direct or indirect support or resources to organizations and individuals that are associated with terrorism, promote or advocate the legalization or practice of prostitution or sex trafficking, or provide assistance to drug traffickers. If, during the course of this solicitation, EGPAF discovers any link whatsoever with any organization or individual associated with any or all of these, they shall be excluded or disqualified from the bidding process.
4. EGPAF reserves the right to terminate the final contract should the selected bidder be unable to fulfill its expected obligations.
5. By submitting a bid, you certify that the person(s) involved in the preparation and collation of quotes/proposals were or are in no way associated or have any Conflict of Interests with the initial preparation of the solicitation, the tender documentation, or the subsequent evaluation, assessment, analysis, management, and decision-making process of this solicitation.
6. The solicitation is not an offer to enter into agreement with any party, but rather a request to receive proposals or quotations from person(s) interested in providing the goods/services outlined in the released solicitation document. Such submissions shall be considered and treated by EGPAF as offers to enter into an agreement.
7. Any quotations or proposals not addressing each of the submission requirements listed in the solicitation may be considered non-responsive and disqualify the applicant from final selection. Any exceptions to the requirements or terms of the solicitation must be noted in the final submission. EGPAF reserves the right to consider any exceptions to be non-responsive. EGPAF reserves the right to reject all submissions, in whole or in part, enter into negotiations with any party, and/or award multiple contracts.
8. EGPAF shall not be obligated for the payment of any sums whatsoever to any recipient of the solicitation until and unless a written contract between the parties is executed.
9. Equal Opportunity Notice. The Elizabeth Glaser Pediatric AIDS EGPAF is an Equal Employment Opportunity employer and represents that all qualified bidders will receive consideration without regard to race, color, religion, sex, or national origin.



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10. All items or deliverables provided to EGPAF must be furnished for the use of EGPAF without royalties or any additional fees. All Materials will be owned exclusively by EGPAF. Bidder will not use or allow the use of the Materials for any purpose other than bidder's performance of the Contract without the prior written consent of EGPAF.
11. **ETHICAL BEHAVIOR:** As a core value to help achieve our mission, EGPAF embraces a culture of honesty, integrity, and ethical business practices and expects its business partners to do the same. Specifically, our procurement processes are fair and open and allow all vendors/consultants equal opportunity to win our business. We will not tolerate fraud or corruption, including kickbacks, bribes, undisclosed familial or close personal relationships between vendors and EGPAF employees, or other unethical practices. If you experience or suspect unethical behavior by an EGPAF employee, please contact our Fraud Investigations team at [fraud@pedaids.org](mailto:fraud@pedaids.org) or EGPAF's Ethics Hotline at [www.reportlineweb.com/PedAids](http://www.reportlineweb.com/PedAids). Any vendor or consultant who attempts to engage, or engages, in corrupt practices with EGPAF will have their bid disqualified and will not be solicited for future work.
12. **Prohibition on Contracting for Certain Telecommunications and Video Surveillance Services or Equipment:** In accordance with Section 889 of the National Defense Authorization Act for Fiscal Year 2019, supplier understands and agrees that if awarded a contract as result of this solicitation, it will not procure or use any equipment, system, or service that uses "covered telecommunications equipment or services" as a substantial or essential component of any system, or as critical technology as part of any system under the resulting contract. "Covered telecommunications equipment or services" includes telecommunications or video surveillance equipment or services (including, but not limited to, cell phones, security cameras, network switches, and routers) manufactured by or with components from these Chinese companies or their subsidiaries or affiliates: (1) Huawei Technologies Company; (2) ZTE Corporation; (3) Hytera Communications Corporation; (4) Hangzhou Hikvision Digital Technology Company; or (5) Dahua Technology Company. In the event the supplier identifies covered telecommunications equipment or services used as a substantial or essential component of any system, or as critical technology as part of any system, for performance of this agreement for EGPAF, the supplier will notify EGPAF immediately and will be guided to provide the information required by FAR 52.204-25. The supplier agrees to insert the substance of this clause in all of its subcontracts or purchase orders funded by EGPAF.
13. **Prohibition on the use of Kaspersky Lab.** In accordance with Section 1634 of the National Defense Authorization Act for Fiscal Year 2018, supplier understands and agrees that if awarded a contract as result of this solicitation, it will not provide any "covered article" to EGPAF or use any "covered article" in the development of data or deliverables first produced in the performance of a resulting contract or order. "Covered article" means any hardware, software, or service that: (1) Is developed or provided by a "covered entity"; (2) Includes any hardware, software, or service developed or provided in whole or in part by a "covered entity"; or (3) Contains components using any hardware or software developed in whole or in part by a "covered entity". "Covered entity" means (1) Kaspersky Lab; (2) Any successor entity to Kaspersky Lab; (3) Any entity that controls, is controlled by, or is under common control with Kaspersky Lab; or (4) Any entity of which Kaspersky Lab has a majority ownership.



## **TERMS OF REFERENCE**

### **Health Systems Strengthening Human Resource, Integration of services and sustainability** **Individual Consultant – Ministry of Health Lesotho (Health Sector HIV Strategic Plan 2023 – 2028)**

The Elizabeth Glaser Pediatric AIDS Foundation (EGPAF) is a nonprofit organization dedicated to preventing pediatric HIV infection and eliminating pediatric AIDS through research, advocacy, and prevention, care, and treatment programs. Founded in 1988, EGPAF works in 19 countries globally.

EGPAF Lesotho country office is one of the major HIV service partners of the Lesotho Ministry of Health (MOH), since 2004. EGPAF first opened doors in Lesotho in 2006. To support the Lesotho Program, EGPAF has received funding from several Donors to implement different projects in collaboration with the MOH. The EGPAF program support has been in the areas of pediatric & adult HIV care & treatment, Prevention of Mother-to-Child Transmission of HIV (PMTCT), tuberculosis (TB) services, TB/HIV integration; strategic information and evaluation, quality Improvement, operational research and health systems strengthening. In 2015/2016 the Foundation received an award through Providing Universal Service for HIV and AIDS in Lesotho (PUSH), a mechanism under United States Agency for International Development (USAID) and Strengthening the TB and AIDS Response in Lesotho (STAR-L), a mechanism under Centre for Disease Control (CDC) which ended in 2020, and was then followed on by the Accelerating Lesotho's Progress to Epidemic Control (ALPEC) through the President's Emergency Plan for AIDS Relief (PEPFAR).

This award has facilitated the implementation of the services outlined above. For more information, please visit the Foundation's website at: <http://www.pedaids.org>

#### **Overview:**

The Government of Lesotho since 2004 has worked tirelessly to scale up access to comprehensive HIV prevention, treatment and care services to all Basotho through a nurse driven service delivery model in public facilities. Over the past 15 years, the HIV response has demonstrated resilience through key shifts in policy, strategy and innovation. Lesotho has consistently adopted guidance that supported local efforts to meet global UNAIDS 90 90 90 targets and attained HIV epidemic control in 2020. The successful adoption and implementation of option B+ for the prevention of mother to child transmission of HIV in 2013, Test and Treat for all in 2016, and differentiated HIV testing services in 2018, coupled with the scale up of improved advanced HIV disease management, differentiated service delivery, ART optimization, HIV drug resistance monitoring and management have been instrumental in propelling the country towards HIV epidemic control.

The adoption of the Test and Treat policy has resulted in significant progress in HIV response as demonstrated by the Lesotho Population-based HIV Impact Assessment (LePHIA) which revealed that Lesotho has:

- ✓ Reduced new HIV infections (incidence) by 50% from approximately 10,000 new infections in 2016 (HIV incidence of 1.1%) to 5,000 new infections (HIV incidence of 0.45%) in 2020.
- ✓ Surpassed the Global UNAIDS 90-90-90 targets by 2020! 90% of people living with HIV now know their HIV status, 97% of those who know their HIV status are on life saving antiretroviral therapy (ART), and 92% of those on ART are virologically suppressed.

However, despite this progress in the response, new HIV infections remain unacceptably high, with high rates of HIV related stigma, discrimination and inequalities remaining prevalent especially among young people, women and key populations. The COVID-19 pandemic has further exposed and compounded these inequalities, threatening the gains made in the HIV response in Lesotho.

Therefore, in line with the Global AIDS strategy 2021-26 and continuing all possible efforts to END AIDS as public health threat by 2030, the Ministry of Health Lesotho will be developing a 5-year joint health sector HIV/TB strategic plan 2023/28. The strategic focus of this plan will be, but not limited to;

- ✓ Prevention and reduction of new HIV infections; by deploying a comprehensive mix of HIV prevention interventions.
- ✓ Improving HIV case identification, linkage, retention and psychosocial support among all age's groups and sub-populations in all geographic locations.
- ✓ Improve differentiated HIV service delivery and advanced HIV disease management.
- ✓ Integrate management of communicable/non-communicable diseases such hypertension, diabetes, cancers, TB, STI and Mental Health services into the HIV program.
- ✓ HIV response health sector sustainability planning, programming and implementation.

### **Overall Objective:**

The aim of the assignment is to develop the stated component of the Lesotho Health Sector HIV Strategic Plan 2023 – 2028. The Consultant will lead the development and finalisation of the Health Systems Strengthening-Human Resources, Integration of services and sustainability component through bringing programme design processes and previous experience from developing and writing successful integrated, proposals involving several stakeholders and donors.

Under the supervision and overall guidance of the Lead consultant and the Ministry of Health HIV Manager with the oversight of EGPAF Technical Director towards progress of deliverables the consultant will:

### **Activities:**

- ✓ Lead the development and finalisation of the Human Resources, Integration of services and sustainability component through bringing programme design processes and previous experience from developing and writing successful integrated proposals involving several stakeholders and donors.
- ✓ Support the consulting team in the development of situation analyses for all Human Resources, Integration of services and sustainability component:
  - Conduct desk review of relevant local and global Human Resources, Integration of Services and sustainability documentation.
  - Analyse the current HIV health sector response and conduct a SWOT analysis of the Human Resources, Integration of services and sustainability
- ✓ To prepare a comprehensive and strategic human resource and sustainability plan which should address amongst others:

- Skills mix for each service provider, the Ministry of Health and the Implementing partners
- Strategies for optimum utilisation of human resources and flexibility in the recruitment and utilisation of these resources
- Strategies for reduced dependency on external recruitment
- Continuous quality improvement
- Continuous professional development
- Succession planning and clear career paths
- Strategies for effective recruitment, development and retention of quality personnel
- Integration of roles that do not exist within the government sector from the implementing partners
- Submit a report including assessment of the current human resources and provide recommendations for sustainable human resource capacity in the new system
- Submit a Training Plan to enable the new Health System to deliver quality and timely care to all
- Define the Regulations to govern the terms and conditions of employment, benefits, code of conduct and disciplinary measures of staff employed in the new health system
- Other report which the Consultant deems to be necessary for the seamless integration of services in the health care system.
- ✓ To prepare a comprehensive and strategic integration of services plan which should address amongst others:
  - Assessing the performance of integrated health services to guide key decisions and actions to drive improved access, availability, and quality of care towards the achievement of universal health coverage (UHC).
  - Assess tracking and monitoring of health service capacities and performance through a primary health care (PHC) lens that can help to inform the selection, planning and design of services, the organization and management of facilities, community linkages and engagement in service delivery, and systems for improving quality of care and health service resilience
  - Assess the country's capacity in strengthening the integration of services collection, analysis and use of data to plan, manage and monitor performance of health services
- ✓ Review the status of MOH sustainability plan, financing, and identify most effective package prioritisation for scale up t
- ✓ Work closely with the lead technical team to ensure the Human Resources, Integration of services and Sustainability component is captured and expressed concisely and accurately in the relevant parts of the draft and final HSHSP e.g. Costing Budget, Monitoring and Evaluation Plan.
- ✓ Lead Human Resources, Integration of services and sustainability dialogues/consultations, and technical task team meetings to be able to accurately capture the comprehensive overall picture being built up as well as the details in the HSHSP document.
- ✓ Write up and fully capture the inputs by stakeholders into a comprehensive plan to address Human Resources, Integration of services and sustainability that can be incorporated by the HIV lead writer into different chapters of the HSHSP.
- ✓ Assist the HIV lead writer to maintain a complete and accurate reference list.
- ✓ Contribute to communication pieces and presentation to be used for various stakeholders throughout the development of the HSHSP.
- ✓ Support the development of a costed operational plan and M&E framework for the Human Resources, Integration of services and sustainability component in the HIV strategic plan.
- ✓ A situation analysis of the health system to determine the human resource gaps and forecast future needs in achieving desired outcomes



- ✓ A detailed human resource and training plan for the efficient and effective integrated service delivery of health care
- ✓ Recommendations for the necessary systems and procedures to strengthen the capacity of UHC and the Ministry of Health to obtain and retain the number of people it needs with the appropriate skills, expertise and competencies
- ✓ Regulations on conditions of employment, codes of conduct and discipline for the health sector
- ✓ Draft sections of the final strategy and revise drafts based on feedback.
- ✓ Develop a presentation and shortened report that summarises all the above in an easy-to-read format and present this to the relevant stakeholders.

**Key deliverables from this assignment will include:**

- ✓ An inception report which outlines a clear plan of how the consultant will approach the scope work with timelines for data gathering and analysis (to be approved before analysis begins), key informant interviews, workshops/technical working groups, validation meeting to be conducted, and submission of final draft of the Human Resources, Integration of services and sustainability strategy.
- ✓ A report and PowerPoint deck presenting findings of the situation analysis, sections of the Human Resources, Integration of services and sustainability component of the HSHSP strategy and including lists of persons interviewed (with contact information and interview notes) and documents reviewed (with citations and/or links)
- ✓ Workshop guides and brief technical meeting reports
- ✓ Draft sections of the Human Resources, Integration of Services and Sustainability component of the HSHSP strategy with revisions based on feed-back
- ✓ Final costed draft sections of the HIV Human Resources, Integration of Services and Sustainability component of the HSHSP strategy with an M&E framework.

**Duty station and duration of the assignment**

- ✓ The duty station for the consultant will be HIV program office Maseru, Lesotho, and available for remote support.
- ✓ The expected duration of the assignment for period of (42 days)

**Consultant Experience and Qualifications**

- ✓ Advanced degree in medicine, public health, health economics, health policy, strategy or any other relevant field.
- ✓ At least 10 years of working experience in HIV/AIDS with demonstrated knowledge of the, local and global response.
- ✓ Proven experience undertaking a similar assignment (development of national HIV strategic documents) in the region.
- ✓ Sound understanding of the HIV/AIDS response and dynamics of Human Resources, Integration of Services and sustainability, in Lesotho and Southern Africa.
- ✓ Demonstrated experience organizing and facilitating stakeholder consultations.
- ✓ Sound understanding of human rights and gender approaches to the HIV response.
- ✓ Excellent analytical skills and report writing skills.
- ✓ Experience developing costed plans.
- ✓ Strong oral, presentation and written communication skills in English.
- ✓ Expert knowledge on Human Resources, Integration of services and sustainability

## **RESPONSIBILITIES OF PARTIES**

### **EGPAF Responsibilities**

The following will be the responsibilities of EGPAF Lesotho to ensure an effective and efficient implementation of this assignment;

- ✓ Coordinate with MOH to provide office accommodation to the Consulting Firm at its Headquarters;
- ✓ Coordinate with MOH to ensure all key stakeholders are available for consultation in development of vital strategic documents;
- ✓ Be responsible for ensuring all key deliverables under this assignment are received in accordance with the agreed-upon Deliverable Schedule and reviewed by MOH, donors, and key stakeholders within ten (10) days of receipt of the deliverable;
- ✓ Ensure payment for support provided to the MOH for the duration of the contract;
- ✓ Continue to identify programmatic gaps within the MOH which may need support; and
- ✓ EGPAF program unit shall serve as a complimentary support if/when a need arises during the course of the assignment.

### **Consultants Responsibilities**

In fulfilling the objectives of providing effective, efficient technical assistance to the MOH, the responsibilities of the consultant are as follows:

- ✓ Work under the supervision and overall guidance of the Lead consultant at the MoH
- ✓ Submission of key deliverables in line with the approved deliverable schedule;
- ✓ Provide own communication costs; voice and data communication;
- ✓ Provide own transport services in the execution of the assignment; and
- ✓ Provide training materials and related participant training costs.

### **Reporting Requirements**

The Consultant shall report directly to the MOH HIV manager in pursuance of the SOW under this Assignment.

To ensure effective administration of the respective contract pursuant to the consulting services, the EGPAF Technical Director shall serve as the Project Manager and point of contact for all matters pertaining to the respective contract. All deliverables shall be submitted to the MOH HIV manager and Technical Director or his/her delegate in line with the approved Deliverable Schedule.

### **Proprietary rights:**

Outputs delivered under this consultancy contract will remain the property of the Ministry of Health Lesotho