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## Office of Acquisition and Assistance

DATE: August 24, 2007

TO: IQC TASC3 (Global Health) Contractors

FROM: Lyn Buckley  
Acquisition and Assistance Specialist  
Office of Acquisition and Assistance (OAA)  
USAID/South Africa

THROUGH: Gail H. Warshaw *Gail H. Warshaw*  
Contracting Officer  
Office of Acquisition and Assistance (OAA)  
USAID/South Africa

SUBJECT: Request for Task Order Proposals (RFTOP)  
674-07- 012  
To provide services as described in Statement of Work

Attached please find specifications for subject requirement. OAA would appreciate receiving a technical and cost proposal, including required Certifications and Resumes not later than, September 14, 2007. Proposals to be submitted to: lbuckley @usaid.gov /Lyn Buckley, Acquisition and Assistance Specialist, USAID/South Africa, 100 Totius Street, Groenkloof.

We would appreciate it if you could provide us the following information in your proposal:

1. Identify the person occupying the position.
2. Provide information as to how the proposed person meets the requirement of the category, i.e. combination of academic degree and number of years of work experience.
3. Provide Employee BioData Sheets and Resumes
4. An Organization Conflict of Interest Representation.

**Any explanation regarding the meaning or interpretation of the RFTOP must be requested in writing no later than August 31, 2007.**



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Issuance of this RFTOP does not constitute an award commitment on the part of the Government nor does it commit the Government to pay for the costs incurred in the submission of a proposal. Further, the Government reserves the right to reject any or all proposals received and to negotiate separately with an Offerror if such action is considered to be in the best interest of the Government.

Sincerely,

Lyn Buckley  
Acquisition and Assistance Specialist  
USAID/South Africa  
Tel.: 27-12-452 2157  
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Attachments:

Statement of Work/Evaluation Criteria

Procurement Sensitive Document



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### TASK ORDER PROPOSAL REQUEST POPULATION, HEALTH AND NUTRITION TECHNICAL ASSISTANCE AND SUPPORT CONTRACT THREE (TASC3 GLOBAL HEALTH)

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#### PROPOSED SCOPE OF WORK

##### **BACKGROUND**

The U.S. Government (USG) has undertaken activities to improve information use for policy, planning, and practice and strengthened the capacity of health systems to conduct data collection, analysis, information use and decision making. Especially under PEPFAR, USG and its implementing partners have made substantial progress in developing the capacity of local organizations and government counterparts to establish, manage, and sustain these activities. These activities have been developed on the premise that generating demand for and improving the use of data in policy formulation, program planning, monitoring and evaluation improves health services and consequently, health outcomes.

USAID/South Africa anticipates awarding a task order to begin October 1, 2007 and, subject to the availability of funds, extend through September 30, 2012 under the Population, Health and Nutrition Technical Assistance and Support Contract Three (TASC3-Global Health). This is a multi-country task order that will include South Africa, Lesotho, and Swaziland. USAID/South Africa will administer and manage the South Africa scope of work; the USAID Regional HIV and AIDS Program, co-located with the South Africa USAID Mission in Pretoria, will serve as the communications and coordination hub for the Lesotho and Swaziland scopes of work.

As in South Africa, the USG teams in Lesotho and Swaziland will manage the contracted work directly (e.g., approval of workplans, monitoring progress toward objectives, providing oversight of technical content). Other contractual issues that relate to the TASC3 Global Health IQC mechanism itself or to outstanding pipeline issues could necessitate involving layers of management and administration that go beyond the individual USG country teams in Lesotho and Swaziland and be handled by the Pretoria Health Team in conjunction with the Pretoria-based Regional HIV and AIDS Program.

##### **PURPOSE**

This request for task order proposals expects to build on these existing initiatives and developments and further steer current efforts to strengthen the capacity of individuals and institutions to collect, analyze, and use information to inform the rapid PEPFAR scale-up of sustainable and quality HIV and AIDS programs in South Africa, Lesotho, and Swaziland. It should be noted that *data quality* is a fundamental dimension of this task order proposal request and the contractor must demonstrate familiarity with the extant work in this area under PEPFAR generally and in the three countries specifically, as well as demonstrate clear plans toward furthering the data quality agenda.

##### **STATEMENT OF WORK OBJECTIVES**



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The overall scope of work for this task order is focused on assisting United States Inter-Agency Governmental Teams (USG teams) to achieve their strategic information objectives under the President's Emergency Plan for AIDS Relief (PEPFAR). Broadly speaking, the strategic information objectives for the PEPFAR country programs in South Africa, Lesotho and Swaziland are similar. In each country program the USG team must ensure high quality results reporting at all levels, manage the availability and analysis of data for programmatic decision making, and build in-country capacity for monitoring and evaluation. Overarching components that serve to guide specific scopes of work for each of the countries include responding to the USG and assisting the USG to:

- Identify potential data users and increasing their demand for health data;
- Work with data users to build a demand for information and to define the essential health data to collect;
- Determine the most appropriate data collection approaches, routine and non-routine, to use;
- Provide support for the design of an overarching monitoring and evaluation plan for Program Areas and for assessing costs for implementing the plan;
- Develop innovative approaches for collecting higher quality data including those using new technologies and lower-cost methodologies;
- Translate data into information that informs program planning and policy-making;
- Package data in forms that best meet users' needs;
- Disseminate information and improve its use in influencing policy and improving program planning;
- Facilitate use of data by ensuring that data users are included in the data collection, analysis and dissemination process; and
- Build the capacity of data users and producers in all of these areas.

Beyond these core components of strategic information strengthening, the contractor will be called upon to respond with more specific technical assistance to the needs of each country. What follows are statements of work objectives that summarize the specific strategic information objectives of South Africa, Lesotho, and Swaziland.

### South Africa Statement of Work Objectives

Under this task order the contractor will be responsible for working closely with the USG PEPFAR Team in South Africa, the National Department of Health, the National Department of Social Development, and USG-supported partners including other South African Government entities to provide leadership and technical assistance for a full range of strategic information



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activities associated with PEPFAR. By the end of this task order the USG/South Africa strategic information portfolio will have achieved excellence in the following areas:

- Capacity Building of USG-funded partners for Strategic Information
- Comprehensive Information System Development for OVC and other Program Areas
- Design and Implementation of Action Plans for Enhanced Use of Data among Implementing Partners
- Technical Assistance for Maximizing Data Quality in Results Reporting
- Development and Maintenance of a USG Results Reporting Database that Builds on the Data Warehouse to Create Customized Analysis and Reports for Users
- Creation of High Quality, Multivariate GIS Mapping Applications

Consequently, the above bullets translate into specific tasks for the contractor to achieve.

### Specific Tasks

#### Task 1: Capacity Building for Strategic Information

A major component of the strategic information portfolio in PEPFAR/South Africa is capacity building. Currently the South Africa approach has been to sponsor and implement five-day training workshops that are convened approximately twice per year. The focus of these five-day workshops is results reporting under PEPFAR, with an emphasis on understanding the essential PEPFAR monitoring and evaluation approach with its associated program-level indicators and guidance. One day of the training is devoted to data quality, and led by the same team that leads the USG-sponsored data quality audit package that is systematically applied to implementing partners. A final product of the workshop is a relatively complete monitoring and evaluation plan that the implementing partners take back with them to their places of work. The audience for these capacity building activities has been exclusively PEPFAR/South Africa implementing partners, and the lead trainer has been a US expatriate who flies in and out of the country to facilitate.

At this point, PEPFAR/South Africa is ready to design and implement a more robust *program* of strategic information capacity building. This program would have several important features. It would be mostly run by local training institutions, so that sustainability is more ensured. It would consist of a graduated set of varied and (some) higher level trainings, such as how to do simple but powerful data analysis, how to conduct qualitative data investigations, introduction to program evaluation, questionnaire design, survey sampling, and so on. In addition to this larger set of capacity building offerings, the new approach would incorporate a more rigorous system of evaluating effectiveness of training and participant follow-up, and it would strive to create cohorts of learners so that trainings are not considered “once-off.”

Another important feature of a more robust capacity development package is aggressive recruitment and involvement of South African Government employees. It is imperative that the



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public sector is more involved in USG strategic information capacity building and the contractor would be required to demonstrate how this feature would come to life.

### Illustrative Activities:

- Technical assistance toward the design and implementation of training curricula that form the basis of a logical set of offerings in monitoring and evaluation in South Africa for USG/PEPFAR partners and other participants.
- Production of a plan to engage local South African partners and/or organizations to play a lead role in the implementation of capacity building training workshops and similar offerings.
- Design and implement a plan to follow-up all participants who attend trainings for the purpose of developing strong, identifiable cohorts of M&E personnel in South Africa and of furthering professional networking and development opportunities.

### Task 1 Level of Effort:

- Task 1 is a USG PEPFAR/South Africa priority and the contractor is expected to devote approximately 20% effort toward its implementation.

### **Task 2: Information System Development for OVC and Care**

To better serve PEPFAR/South Africa's goal of assisting the Government of South Africa in its National Strategic Plan for HIV and AIDS, one relatively straightforward task is to assist their efforts to develop a comprehensive information system to track OVC and to track patients eligible for and receiving palliative care. Some progress has been made in this area on the OVC front, but the information system is still in its infancy and it does not yet represent that elusive standard to which all implementing partners as well as the National Department of Social Development will report and depend upon. Comparably less progress has been made in Palliative Care.

Both OVC and Palliative Care are priority Program Areas; meaningful progress in these areas is difficult to assess with the dearth of information currently available. Sensitive, effective interventions for scaling-up in these areas are based on scant information. Comprehensive information systems must be developed with the needs of programs in mind (i.e., non-academic in nature) and with quick turn-around so that USG Activity Managers and implementing partners in the short run and our Government of South Africa counterparts in the long run can benefit.

### Illustrative Activities:

- Technical assistance toward the design and development of a national OVC database.
- Associated capacity building with South African Government counterparts in the design, implementation, and maintenance of a national OVC database and also a Management Information System for palliative care.
- Technical assistance toward the design and implementation of a data use plan for information collected and managed and analyzed in the respective databases.

### Task 2 Level of Effort:



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- The database activity is an important priority and the contractor should consider spending 20% or more of effort toward this task.

### **Task 3: Design and Implementation of Action Plans for Enhanced Use of Data among Implementing Partners**

A substantial volume of programmatic data are generated and collected and processed under PEPFAR, but the bulk of these data are sent “up” from sites to sub-partners, from sub-partners to prime partners, from prime partners to USG/South Africa, and from USG/South Africa to OGAC in Washington, DC. Although many implementing partners have sophisticated management information systems that operate in parallel mode to the systems that are required to produce PEPFAR data, most partners have neither the capacity nor the time and energy to invest in systems that would allow them to make good use of all the data (PEPFAR and other) that they collect. A major function of the Strategic Information team in South Africa is to ensure that, to the extent feasible, all of the data and tools and methodologies and capacity that the PEPFAR/South Africa team has is duplicated at the level of implementing partner.

The objective of Task 3 is to build capacity among implementing partners (NGO and Government) to base decision-making on thoughtful and informed assessment of evidence – of data. To achieve this objective the contractor will design and implement action plans for the enhanced use of data among implementing partners, and propose means to propagate such action plans and systematically evaluate their effectiveness.

#### Illustrative Activities:

- USG PEPFAR Planning and Reporting System to collect and analyze PEPFAR partner and USG agency data. This should be designed as a tool to support reporting and decision making requirements of the USG South Africa Team.
- Technical assistance to the host country government (national and sub-national) to strengthen the HMIS.
- Technical assistance around collection and integration of non-health data for comprehensive planning for HIV/AIDS.
- Integration of spatial data collection to support planning.
- Enabling the collection, aggregation and transmission of core indicator data from service delivery, district and national level including reporting to OGAC to inform clinic and program management decisions at all levels.

#### Task 3 Level of Effort:

- Task 3 will account for about 15 percent of the portfolio. Therefore, resources, both human and financial should align. It is suggested that .5 FTE be dedicated to this activity.

### **Task 4: Technical Assistance for Maximizing Data Quality in Results Reporting**



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PEPFAR/South Africa pioneered the use of data quality instruments and procedures to assess and enhance the extent to which implementing partners produce results that are valid and reliable. Many of the OGAC Global Data Quality Tools have their origins in PEPFAR/South Africa. The South Africa Strategic Information Team is now in need of a comprehensive data quality strategy that would inform an even more comprehensive and refined approach to maximizing the validity and reliability of reported results. Such a data quality strategy would involve re-thinking the scope of current data quality assessment activities, of data quality training, and of tools and methodologies, and should be done in collaboration with a local South African implementing partner.

Of particular interest on the relatively narrow results-reporting side would be to refine the current approaches to indirect estimation of results and to double-counting. Of much broader interest would be to effectively integrate data quality enhancement techniques with approaches to promote and ensure the occurrence of widespread data use. Finally, maximizing data quality in results reporting is of critical importance when PEPFAR/South Africa's progress is increasingly assessed through country-wide or program area-wide evaluations. The extent to which the quality of monitoring data is documented will greatly assist in determining the internal validity of program evaluation results.

### Illustrative Activities:

- Convening of PEPFAR/South Africa workshops to develop capacity of managers and M&E officers in data quality.
- Refinement and updating of the South Africa Strategic Information Manual to include specific, example-driven guidance on double-counting and indirect support estimation.
- Working with USG PEPFAR/South Africa stakeholders to develop empirical estimates of double-counting magnitude in the country program, with associated precision statements.

### Task 4 Level of Effort:

- The contractor would be expected to devote approximately 10% effort toward Task 4.





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### **Task 5: Development and Maintenance of a USG Results Reporting Database that Builds on the Data Warehouse to Create Customized Analysis and Reports for Users**

One of the major functions of strategic information is to inform the development of a country program “control room,” where USG Activity Managers and other stakeholders can literally press a few buttons on their workstations and have basic empirical questions about PEPFAR/South Africa answered. The Data Warehouse remains a major accomplishment of the SI team in South Africa. It is a model for universal (i.e., all implementing partners) and comprehensive web-based results reporting. One drawback, however, is its relative inability to present users with an attractive, efficient, and powerful analysis functionality that would allow the generation of customized reports through a menu-driven environment.

With the considerable depth and range of data currently stored in the Data Warehouse, and unlimited potential to store additional data from other secondary sources, the contractor will develop a database platform that would encourage individual users to depend on these data for decision-making by enhancing a user-driven analysis package. Stakeholders (and particularly USG Activity Managers) are increasingly demanding PEPFAR monitoring results for improvement of their own programs and this would be a major step toward satisfying that demand and forming the basis for the PEPFAR/South Africa “Control Room.”

#### Illustrative Activities:

- Organization and regular convening of PEPFAR/South Africa data user groups, for the purpose of providing a forum to discuss users’ specific data needs.
- Conceptualization and timely demonstration of USG results reporting database test versions.
- Timely provision of high quality, customer oriented technical assistance to all users of the database platform.

#### Task 5 Level of Effort:

- It is expected that work on Task 5 should be substantial – approximately 20% of total effort.

### **Task 6: Creation of High Quality, Multivariate GIS Mapping Applications**

Another key aspect of the PEPFAR/South Africa “Control Room” is maps. Currently the Strategic Information team is relying on the Data Warehouse to collect site information from all implementing prime and sub partners. However, because the Data Warehouse is primarily functioning as a results reporting platform for over 200 partners its capacity is continually strained. This is particularly true as the PEPFAR/South Africa Country budget has increased substantially since the beginning of the Project and implementation scale-up has been considerable. As a result of this the mapping component of the Data Warehouse has remained relatively small and although work has been committed to this area, the demand for maps is growing at a pace that the Data Warehouse is not able to supply.

PEPFAR/South Africa is in need of a consistent supplier of high quality geographic information system maps that can display project progress and results against a background of detailed,



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precise landscape features and a range of other socio-demographic, political, and programmatic variables. A requirement for this task is the contractor's ability to create on a timely basis dynamic, animated, full color, sophisticated GIS mapping applications upon the request of USG.

Illustrative Activities:

- Activities under Task 6 would closely correspond to those of Task 5.

Task 6 Level of Effort:

- Approximately 15% of effort might be expended toward Task 6.

### **Lesotho Statement of Work Objectives**

The Lesotho PEPFAR Portfolio for Strategic Information will be directly managed by the USG Team based in Maseru, Lesotho, with coordination and support services offered by the Regional HIV and AIDS Program offices at USAID/Pretoria. The proposal submitted should address these activities separately from South Africa and Swaziland.

In order to ensure quality and sustainability of its programs, PEPFAR is committed to the strategic collection and use of information for program accountability and improvement. The collection and analysis of high-quality data in under-resourced settings is a critical challenge. To address this issue, as well as support the government of Lesotho in addressing these issues, the USG Lesotho team determines strategic information (SI) activities and priorities for each upcoming fiscal year as the part of the mini-COP process.

The following statement of work is based on planning done in the FY 2007 mini-COP. The activities for the Task Order will be negotiated each year between the USG team and the contractor and may change depending on priorities and funding. The intention of this task order is to assist the USG team to strengthen overall SI systems in Lesotho.

Any contract awarded would include a desk review of relevant documents to date that represent the extant Strategic Information work achieved in-county. This review would help set the stage for how the scope of work (below) is refined and prioritized. To the extent feasible and/or relevant, all activities and tasks listed below are to be considered in the context of the Lesotho 2006-2011 *National Monitoring and Evaluation Framework*.

Key elements could include the following:

Improve the collection, analysis and presentation of data to promote better use of data in planning, policymaking, managing, monitoring and evaluating population, and health and nutrition programs through:

- The design and implementation of sample surveys to meet HIV and AIDS program evaluation objectives;
- Increased user demand for quality information, methods, and tools, and facilitation of information use in decision making.



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- Increased in-country individual and institutional technical capacity and resources for the identification of data needs and the collection, analysis and communication of appropriate information to meet those needs.
- Increased collaboration and coordination in efforts to obtain and communicate health, population and nutrition data in areas of mutual interest. (Note that this includes providing technical assistance in preparation for and during the planned 2009 Lesotho Demographic and Health Survey.)
- Improved design and implementation of the information gathering process including tools, methodologies and technical guidance to meet users' needs.
- Increased availability of population, health, and nutrition data, analyses, methods and tools.
- Assistance with the revitalization of the Lesotho National Monitoring and Evaluation Working Group.

### Specific Tasks

#### Task 1: Capacity Building for Strategic Information

There is a shortage of qualified professionals in Lesotho with the skills to collect, analyze, interpret and use strategic information for PEPFAR and related health/development interventions. The USG team recognizes a need for a multi-pronged approach to building capacity for M&E in Lesotho. Trainings are one way to accomplish this, but there needs to be a broader strategy put into place. Traditional teaching methods often use a didactic approach that is little suited to teaching the application of new skills, thereby decreasing training effectiveness. Ongoing individual mentoring and institutional support - critical components of successful training programs - are often lacking.

The contractor, in coordination with the USG team, will work to build sustainable host-country capacity to identify data needs and collect, analyze, and present data for use in advocacy, planning, policymaking, managing, and monitoring and evaluation of population, health, and nutrition programs. This capacity building will cover the full range of monitoring and evaluation concepts and skills and address the important areas of generating user demand, making data available, and facilitating their use. Also, it is desirable that capacity building content includes the introduction and effective use of both newly developed and existing tools and methods.

The contractor will address capacity building at both the institutional and individual levels, and should include USG partners, host country government staff and others as identified by USG. A measure of the success of this task will be that individual beneficiaries of capacity building efforts are strategically placed within host country and partners and that the new M&E skills and knowledge gained through training and educational opportunities are optimally applied in the work place. In keeping with development goals, the ultimate objective for capacity building



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and institutional development activities is the achievement of sustained capacity by partner institutions to independently provide monitoring and evaluation technical assistance and training in the absence of USG assistance.

### Illustrative Activities:

- Assist the USG team to assess the host country government and PEPFAR partners' capacity building needs in monitoring and evaluation, data-driven decision making, and health information systems.
- Implement training programs on both basic M&E, as well as more advanced topics (data analysis, qualitative methods) as needed for the identified audiences.
- Develop innovative ways to follow-up trainings to ensure the skills are applied in the workplace, i.e.: supervision models, mentoring, job aids, etc.
- Assist in developing a career track for M&E staff to encourage retention.

### Task 1 Level of Effort:

- Task 1 is a priority for the USG team and will account for about 60 percent of the portfolio. Therefore, resources, both human and financial should align. It is suggested that 2 FTE be dedicated to this activity, including at least one local hire.

### Task 2: Improving Data Quality

Having quality data available is critical to making informed decisions and is a priority of PEPFAR. Over the past few years, M&E systems have been developed at the program, sub-national and national levels. Now that these basic systems are in place, we need to concentrate on improving the quality of the data being produced through them. This includes looking at the integrity of the system itself to maintain data quality, as well as indicator specific data issues.

A first priority in terms of improving data quality will be to work with the PEPFAR partners to strengthen their own systems. A comprehensive capacity building approach should be used, so they internalize the process and see the value of using quality data. This should lead to better informed decision making and more accurate reporting to USG and the host country government. A secondary priority would be to work with the host country government on improving data quality in the broader national system. This is complex given the multiple streams of data within HIV/AIDS and the multiple levels of data collection and collation and will require a longer-term strategy. This should be coordinated with all stakeholders, and specifically with work funded by the Global Fund for AIDS, TB and Malaria.

### Illustrative Activities:

- Conduct training for PEPFAR Partners, USG staff, and host country government staff on the basics of data quality and how to institute basic checks to ensure data quality is maintained.



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- Conduct an assessment of the national, sub-national or USG system to identify risks to data quality on a broad level.
- Institute a process to conduct regular data quality audits at various levels of the M&E system to identify indicator specific data risks. This is appropriate for both Government and other USG partners.
- Develop an action plan to address the identified systems and indicator level data risks.
- Supporting efforts to harmonize data elements and core data sets

### Task 2 Level of Effort:

- Task 2 will account for about 20 percent of the portfolio. Therefore, resources, both human and financial should align. It is suggested that .5 FTE be dedicated to this activity.

### Task 3: Health Information Management Systems (HMIS)

There are different needs at different levels of service delivery for information systems. In addition, there are a variety of information systems of varying complexity. In terms of direct service delivery support, applications such as medical records systems, laboratory information systems and pharmacy systems, are necessary to ensure that individuals receive appropriate and effective treatment and care. In order to evaluate the impact of service programs on the health of the population as a whole, a variety of surveillance and routine reporting applications are needed. Finally, effective management and cost effective allocation of scarce resources require data and information on the efficiency of the overall system and of specific programs. The challenge at a national level is to implement this wide variety of information systems in a coordinated fashion that minimizes cost and burden while allowing access to relevant information at the right time and the right place.

The contractor will support the USG team to develop a PEPFAR specific database to collect appropriate planning and reporting data. This will also include working with partners to feed into the system. In addition, the contractor will be asked to support the host governments to develop a strategic health information framework and to identify and implement appropriate applications within that framework.

### Illustrative Activities:

- USG PEPFAR Planning and Reporting System to collect and analyze all PEPFAR partner and agency data. This should be designed as a tool to support reporting and decision making requirements of the USG Lesotho Team.
- Integration of HRIS and other independently developed databases with the Lesotho National HMIS.
- Contractor will actively seek opportunities for public-private partnerships in the Lesotho National HMIS.



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- Provision of technical assistance to the planned 2009 Lesotho DHS.
- Assessment of the national level HMIS, which identifies areas for improvement.
- Technical assistance to the host country government (national and sub-national) to strengthen the HMIS.
- Technical assistance around collection and integration of non-health data for comprehensive planning for HIV/AIDS.
- Integration of spatial data collection to support planning.
- Enabling the collection, aggregation and transmission of core indicator data from service delivery, district and national level including reporting to USG headquarters in Washington, DC to inform clinic and program management decisions at all levels.
- Facilitating the design of country-level management information systems (MIS) that integrate separate HIV information systems, including patient management, laboratory services, supply chain management, and program indicators.
- Strengthening human resource and training information systems that capture the deployment of service providers trained to serve HIV/AIDS program clients within a context of severe brain-drain in many countries

### Task 3 Level of Effort:

- Task 3 will account for about 20 percent of the portfolio. Therefore, resources, both human and financial should align. It is suggested that .5 FTE be dedicated to this activity.

### **Swaziland Statement of Work Objectives**

The Swaziland PEPFAR Portfolio for Strategic Information will be directly managed by the USG Team based in Mbabane, Swaziland, with coordination and support services offered by the Regional HIV and AIDS Program offices at USAID/Pretoria. The proposal submitted should address these activities separately from South Africa and Lesotho. Although some resources may be shared across country programs, the proposal must demonstrate the ability to respond to all of the issues laid out in this scope of work.

The following statement of work is based on planning done in the FY 2007 mini-COP. The activities for the Task Order will be negotiated each year between the USG team and the contractor and may change depending on priorities and funding. The intention of this task order is to assist the USG team to strengthen overall SI systems in Swaziland.

Note that the strategic information scopes of work for both Lesotho and Swaziland are fundamentally very similar. The following text is in large part duplicated from the previous (Lesotho) section; scope of work elements are added to highlight particular differences between



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the two programs. Otherwise, the applicant is expected to understand the broad socioeconomic, political, public health and programmatic differences between Lesotho and Swaziland and submit applications that are nuanced accordingly.

The fundamental scope of work is to improve the collection, analysis and presentation of data to promote better use of data in planning, policymaking, managing, monitoring and evaluating population, and health and nutrition programs through:

- The design and implementation of sample surveys to meet HIV and AIDS program evaluation objectives;
- Increased user demand for quality information, methods, and tools, and facilitation of information use in decision making;
- Increased in-country individual and institutional technical capacity and resources for the identification of data needs and the collection, analysis and communication of appropriate information to meet those needs;
- Increased collaboration and coordination in efforts to obtain and communicate health, population and nutrition data in areas of mutual interest;
- Improved design and implementation of the information gathering process including tools, methodologies and technical guidance to meet users' needs;
- Increased availability of population, health, and nutrition data, analyses, methods and tools.



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### Specific Tasks

#### Task 1: Capacity Building for Strategic Information

Currently, there is a shortage of qualified M&E professionals in Swaziland with the skills to collect, analyze, interpret and use the variety of information generated under PEPFAR. The USG team recognizes a need for a multi-pronged approach to building capacity for M&E in Swaziland. Trainings are one way to accomplish this, but there needs to be a broader strategy put into place. Traditional teaching methods often use a didactic approach that is little suited to teaching the application of new skills, thereby decreasing the effectiveness of the training. Ongoing individual mentoring and institutional support, which are critical components of successful training programs, are often lacking.

The contractor, in coordination with the USG team, will work to build sustainable host-country capacity to identify data needs and collect, analyze, and present data for use in advocacy, planning, policymaking, managing, and monitoring and evaluation of population, health, and nutrition programs. It is important that capacity building content covers the full range of monitoring and evaluation concepts and skills and addresses the important areas of generating user demand, making data available, and facilitating their use. Also, it is desirable that capacity building content includes the introduction and effective use of both newly developed and existing tools and methods.

The contractor will address capacity building at both the institutional and individual levels, and should include USG partners, host country government staff and others as identified by USG. A measure of the success of this task will be that individual beneficiaries of capacity building efforts are strategically placed within host country and partners and that the new M&E skills and knowledge gained through training and educational opportunities are optimally applied in the work place. In keeping with development goals, the ultimate objective for capacity building and institutional development activities is the achievement of sustained capacity by partner institutions to independently provide monitoring and evaluation technical assistance and training in the absence of USG assistance.

#### Illustrative Activities:

- Assist the USG team to assess the host country government and PEPFAR partners' capacity building needs in monitoring and evaluation, data-driven decision making, and health information systems.
- Implement training programs on both basic M&E, as well as more advanced topics (data analysis, qualitative methods) as needed for the identified audiences.
- Develop innovative ways to follow-up trainings to ensure the skills are applied in the workplace, i.e., supervision models, mentoring, job aids, etc.
- Assist in developing a career track for M&E staff to encourage retention.

#### Task 1 Level of Effort:





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- Task 1 is a priority for the USG team and will account for about 60 percent of the portfolio. Therefore, resources, both human and financial should align. It is suggested that 2 FTE be dedicated to this activity, including at least one local hire.

### Task 2: Improving Data Quality

Having quality data available is critical to making informed decisions and is a priority of PEPFAR. Over the past few years, M&E systems have been developed at the program, sub-national and national levels. Now that these basic systems are in place, we need to concentrate on improving the quality of the data being produced through them. This includes looking at the integrity of the system itself to maintain data quality, as well as indicator specific data issues.

A first priority in terms of improving data quality will be to work with the PEPFAR partners to strengthen their own systems. A comprehensive capacity building approach should be used, so they internalize the process and see the value of using quality data. This should lead to better informed decision making and more accurate reporting to USG and the host country government. A secondary priority would be to work with the host country government on improving data quality in the broader national system. This is complex given the multiple streams of data within HIV/AIDS and the multiple levels of data collection and collation and will require a longer-term strategy. This should be coordinated with all stakeholders, and specifically with work funded by the Global Fund for AIDS, TB and Malaria.

#### Illustrative Activities:

- Conduct training for PEPFAR Partners, USG staff, and host country government staff on the basics of data quality and how to institute basic checks to ensure data quality is maintained.
- Conduct an assessment of the national, sub-national or USG system to identify risks to data quality on a broad level.
- Institute a process to conduct regular data quality audits (DQA) at various levels of the M&E system to identify indicator specific data risks. The DQA is appropriate at both Government and USG Implementing Partner levels.
- Develop an action plan to address the identified systems and indicator level data risks.
- Supporting efforts to harmonize data elements and core data sets

#### Task 2 Level of Effort:

- Task 2 will account for about 20 percent of the portfolio. Therefore, resources, both human and financial should align. It is suggested that .5 FTE be dedicated to this activity.

### Task 3: Health Information Management Systems (HMIS)

There are different needs at different levels of service delivery for information systems, and there are a variety of information systems of varying complexity. First, applications such as



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medical records systems, laboratory information systems and pharmacy systems, are necessary to ensure that individuals receive appropriate and effective treatment and care. Second, in order to evaluate the impact of service programs on the health of the population as a whole, a variety of surveillance and routine reporting applications are needed. Finally, effective management and cost effective allocation of scarce resources require data and information on the efficiency of the overall system and of specific programs. The challenge for Swaziland at the national level is to implement this wide variety of information systems in a coordinated fashion that minimizes cost and burden while allowing access to relevant information at the right time and the right place.

The contractor will support the USG team in Swaziland to develop a PEPFAR specific database to collect appropriate planning and reporting data. This will also include working with partners to understand their role in “capturing” data to populate the system and ensuring that implementing partners have the M&E capacity to collect and manage these data as well as use them effectively for the purpose of program improvement at multiple levels.

In addition, the contractor will be asked to support the Swaziland Government to develop a strategic health information framework and to identify and implement appropriate applications within that framework.

### Illustrative Activities:

- USG PEPFAR Planning and Reporting System to collect and analyze all PEPFAR partner and agency data. This should be designed as a tool to support reporting and decision making requirements of the USG Swaziland Team.
- Assessment of the national level HMIS, which identifies areas for improvement.
- Technical assistance to the host country government (national and sub-national) to strengthen the HMIS.
- Technical assistance around collection and integration of non-health data for comprehensive planning for HIV/AIDS.
- Integration of spatial data collection to support planning.
- Enabling the collection, aggregation and transmission of core indicator data from service delivery, district and national level including reporting to USG headquarters in Washington, DC to inform clinic and program management decisions at all levels
- Facilitating the design of country-level management information systems (MIS) that integrate separate HIV information systems, including patient management, laboratory services, supply chain management, and program indicators
- Strengthening human resource and training information systems that capture the deployment of service providers trained to serve HIV/AIDS program clients within a context of severe brain-drain in many focus countries



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### Task 3 Level of Effort:

- Task 3 will account for about 20 percent of the portfolio. Therefore, resources, both human and financial should align. It is suggested that .5 FTE be dedicated to this activity.

### **PRODUCTS / DELIVERABLES FOR SOUTH AFRICA, LESOTHO, AND SWAZILAND**

- Submission of work plans for obligated funds within 30 days of initial award; for subsequent fiscal years or funding obligations, work plans are to be submitted by September first of each year, or within 30 days of receipt of field supported incremental funding. Work plans must include activities, benchmarks, indicators, targets, timelines and budgets.
- Submission of a monitoring and evaluation plan within 90 days of the initial reward.
- Submissions of a mid year report by April 20 and an annual report by October 30 of each year.
- Submission of data for USAID portfolio reviews annually including results, challenges/issues and pipeline information at a date to be determined by USAID (usually during the first two months of each fiscal year).
- Submission of consultant or staff reports within 30 days after the completion of each TA visit.
- Final documents or reports for all special studies or analysis. Deadlines for submission to be determined in the workplan for these activities.



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### V. REPORTING REQUIREMENTS FOR SOUTH AFRICA, LESOTHO, AND SWAZILAND

The Contractor will adhere to all reporting requirements listed below. All reports shall be submitted by the due date for approval of the USAID Cognizant Technical Officer (CTO) (s) designated by the USAID Contracts Officer. Additional reports requiring review and clearances, when necessary, are listed under each requirement. The Contractor will consult the CTO on the format and expected content of reports prior to submission.

#### Financial Reporting

Financial reporting requirements will be in accordance with 22 CFR 226.

#### Performance Monitoring and Reporting

The Contractor shall submit, in English, one electronic version and two hard copies (an original and one copy) of the following reports to the USAID/Washington CTO.

##### 1. Required Plans

Annual Work Plan and the Monitoring and Evaluation Plan: The Contractor will submit both a final Work Plan and a Monitoring and Evaluation Plan within 30 days after the signing of the Task Order contract. Work Plans are expected to be developed in collaboration with relevant partners and should describe: the timeframe and sequence of all activities; all targets and anticipated results; and milestone performance indicators against which the contractor will be measured.

##### 2. Required Reports

Quarterly Performance Reports: The Contractor will submit Quarterly Performance Reports to the CTO to document major actions taken during the reporting period. These reports will be due to the CTO no later than the tenth working day after the end of the quarter. These reports should cover all activities proposed in the Annual Work Plan and be congruent with the Monitoring and Evaluation Plan. The Quarterly Report will include at minimum the following information:

- Summary of activities and achievements since last report;
- Update on resolution of issues raised in previous reports;
- New problems encountered and proposed solutions;
- Anticipated activities/plan for next quarter;
- Progress toward results; and
- Financial reports including accrued expenditures against budget elements, pipeline and planned expenditures (one original financial report will also be submitted to the USAID/Controller's office on a quarterly basis).



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Trip Reports: Trip reports for core-funded technical assistance (see deliverables above).

Baseline and Results Reports: Baseline and results reports for annual USAID portfolio reviews (see deliverables above).

Final Task Order Report: This report will highlight major successes achieved during the Task Order period with reference to established objectives and indicators, and should also discuss any shortcomings and/or constraints encountered. The Contractor will submit a detailed final report within 60 days of completion of the Task Order which includes:

1. A financial report detailing how funds were expended, by line item; and,
2. A summary of the accomplishments against work plans, giving the final tangible results, summary of deliverables/benchmarks, addressing lessons learned during implementation and suggesting ways to resolve constraints identified.

### Distribution of Reports

Reports required as described in this section will be sent to the USG Strategic Information Officers in the respective country programs. The SI Officers/Teams will ensure appropriate copying to CTOs and other designates. Reports and intellectual products required above will also be submitted in electronic format and hard copy to USAID Development Experience Clearinghouse.

### PERIOD OF PERFORMANCE

Five years from date of award subject to availability of funds.

### TOTAL ESTIMATED COST (5 years)

Subject to availability of funding total cost not to exceed \$25,904,500

Includes - Swaziland TEC \$1,192,500  
Lesotho TEC \$ 1,000,000  
South Africa \$23,712,000

### INSTRUCTIONS FOR PROPOSAL PREPARATION

The proposals should include the following information:

#### A. Technical Proposal



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The applicant should submit an electronic copy, one original and seven hard copies of the technical proposal, and an electronic copy, one original, and one hard copy of the cost proposal in accordance with the specifications listed below.

The technical proposal should be no longer than 30-pages maximum (excluding the cover page, executive summary, resumes, and other appendices) including all tables and figures with text in 12 Times New Roman point font, on 8 1/2" by 11" paper with one inch margins.

An outline format using lists and/or matrices, whenever possible, is recommended. Applicants should retain for their records one copy of the Proposal and all enclosures that accompany their Proposal. Erasures or other changes must be initialed by the person signing the Proposal.

The Technical Proposal shall be prepared using the following format:

1. Cover Page -Title, name of organization(s) submitting Proposal, contact person, telephone and fax numbers, address, and e-mail. (1 page)
2. Executive Summary (not to exceed 2 pages) - Briefly describe the proposed activities, goals, purposes, and anticipated results. Briefly describe technical and managerial resources of your organization. Describe how the overall program will be managed.
3. Narrative (not to exceed 30 pages) - The narrative section of the proposal should reflect the tasks outlined in Section III, and should contain the following elements:

**a. Technical Approach (recommended length 20 pages):**

The Applicants should provide a comprehensive discussion of its technical approach and propose effective, efficient strategies and lines of work for achieving the South Africa, Lesotho, and Swaziland specific tasks listed here and implementing the tasks as outlined in Section III for all three countries. It is important to note that the proposal must devote sufficient understanding and explanation of how the scopes of work for the three country programs differ, and accordingly how the design and implementation of the 3-country strategic information portfolio must be appropriately varied.

The Applicants should demonstrate a thorough understanding of how to achieve these objectives (and deliverables) in the context of building M&E capacity and providing M&E technical assistance in the three countries as outlined throughout this task order; the Applicants should also express how the proposed program(s) are appropriate within the context of the USG and international PHN programs. The technical approach should also demonstrate the application of innovative M&E tools and lessons learned from other programs, and *clearly describe how local expertise, partners and resources will be used to enrich the overall success of activities and support the creation of South Africa, Lesotho, and Swaziland country expertise.* Additionally, the Applicants should address how the program will reach the stated objectives within the performance period, and should include a realistic timeline for project start-up.

**b. Staffing Plan (recommended length 5 pages):**



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The Staffing Plan should present a clear and efficient organization structure for accomplishing all aspects of project implementation, and specify the composition and qualifications of the entire project team - including a Project Director as key personnel, core staff and any other proposed members of the project team.

For the project director and core staff, the following information should be provided in an annex for each individual who will perform directly under this task order: Name, Position Title, Level of Effort, and CV(s). For project director, provide a minimum of three references, signed letters of commitment, and the date the proposed individual is available to begin work on site. Please note that each contractor should determine the most appropriate positions for the core project team personnel other than those listed.

### Key Personnel: Project Director

The Project Director will provide technical leadership and managerial oversight for the task order, and ensure timely implementation and reporting of activities. The Project Director will liaise with other organizations in order to ensure coordination of this task order with activities being undertaken by other partners. The CV of the proposed project director and any other proposed key personnel should be included as an Annex. At a minimum, the Project Director shall have:

- A Master's degree in health sciences, demography, or a related advanced degree;
- Extensive experience in the field of M&E of PHN (or equivalent) programs specifically as it relates to HIV including at least 3 years of experience working in these types of programs in developing countries;
- At least 5 years of experience working with public health programs in developing and transitioning countries;
- Demonstrated skills and experience managing a program of similar magnitude and complexity;
- Excellent communication skills, demonstrated leadership, and the ability to work collaboratively across technical disciplines.

### Core Staff

The Applicants should propose up to 25 core long and short-term staff and consultants as appropriate to carry out the SOW and based on the Applicants proposed approach. The initial proposed roster should be illustrative of the caliber and range of expertise, and who address the most critical skill areas necessary for fulfilling this Task Order and should be included in the proposal body. Preference will be given to applications that propose staff and consultants with experience providing M&E technical expertise to PHN and HIV



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programs. The Applicants should propose a combination of headquarters, regional, and/or international staff and consultants.

In addition, the Applicants should provide a matrix (included in an annex) of these core proposed staff and consultants. The matrix should provide the following information: Name; Functional Labor Category; Task Area of expertise; estimated Level of Effort; whether they are full-time, part-time or consulting; education; language skills; and developing country experience.

### **c. Organizational Capacity and Management (Written, recommended length 3 pages)**

The Applicant should propose an organizational structure to address the breadth, depth, and technical areas required to successfully undertake this Task Order. The Applicants should describe how the tasks will be organized and managed to minimize non-productive costs to the government and how the contractor will utilize the complementary capabilities of any proposed sub-contractors most effectively and efficiently. Applicants should describe how lines of authority will be managed within their own organization and between the Applicants and any sub-contractors. The management plan should clearly discuss the mechanisms to be employed by the Applicants to develop, manage, and maintain the roster of staff and ensure the availability of qualified expertise. This plan should describe lines of communication and reporting, and how the Project Director will liaise with the USG Strategic Information Teams in South Africa, Lesotho, and Swaziland, in addition to the USAID CTO, USAID Missions, and in-country staff. Applicants are encouraged to include an organizational chart in an Annex to the technical proposal.

This plan should include the following elements:

- Organizational chart with roles and responsibilities
- Lines of authority
- Procurement of goods and services, including travel and field operations
- Plans for rapid start up, including the first year plan and timeline for mobilization
- Management structure of all proposed partners, their roles and contributions.
- Financial management, reporting and cost containment
- Ways to ensure transfer of lessons among staff and partners from one country and activity to other related ones





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### **d. Past Performance (Written - recommended length 2 pages)**

The Applicants should describe past performance of the applicants, relevant to the task areas and work requested in the SOW. Experience with PEPFAR field implementation in Africa, if not in South Africa, Lesotho, and Swaziland specifically, is obviously an important feature of this section. If sub-contractors are proposed, past performance information should also be provided for these sub-contractors (past performance references should be provided in an annex).

### **Cost Proposal**

A budget with narrative providing detailed justification of costs anticipated under this proposed task order in the following format:

- a. Summary Cost Breakdown - Please provide a breakdown, by cost category and task area, of the anticipated costs of performing the work.
- b. Detailed level of effort and labor cost estimates must be submitted in accordance with the SOW. Please provide a separate line item for each proposed individual and identify each by name, labor category, daily rate, and the level of effort for that individual. Please provide a salary history for the prior three years, for "key" personnel and professional staff. Applicants should use the USAID biographical data form. Describe the anticipated salary levels of other personnel that are reflective of salary requirements to recruit high quality personnel in host countries.
- c. Travel/Per Diem: While the countries still remain to be determined, the applicants should propose travel costs for both international and in-country work, that are appropriate based upon the applicants proposed use of local hire, regional and international staff and contractors. For each country proposed, provide an overall breakdown between per diem and airfare (as applicable).
- d. Other Direct Costs: Please provide a breakdown of all anticipated other direct costs (i.e., the amount, type, and unit cost), including workshops, training and commodities.
- e. Indirect Costs: Provide a breakdown for all anticipated costs for this line item (i.e., the amount, type, and unit cost).
- f. Fixed Fee

### **EVALUATION CRITERIA FOR AWARD**

The criteria listed below are presented by major category in order of descending importance, so that Applicants will know which areas require emphasis in applications. The sub-criteria within each major criterion should be considered of equal value for purposes of evaluation. These factors have been tailored to the requirements of this Task order to allow USAID to choose the highest quality proposal. These criteria identify the significant areas that Applicants should address in their proposals and serve as the standard against which all proposals will be evaluated. USAID will award a contract to the applicant that is most advantageous to the Government, cost effectiveness, and other factors considered.



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The Government intends to evaluate proposals and award a task order without discussions with applicants. However, the Government reserves the right to conduct discussions if later determined by the Contracts Officer as necessary. Therefore, each initial proposal should contain the Applicant's best terms from a cost or price and technical standpoint.

### **A. Technical Approach**

1. Extent to which the proposed approach is logical, well-conceived and technically sound, reflects overall understanding of M&E issues in the South Africa, Lesotho, and Swaziland programs, and the best practices to address these issues.
2. Extent to which proposal presents a comprehensive approach toward achieving PEPFAR program objectives in the three countries and the deliverables identified in this task order. Particular emphasis will be placed on the extent to which the proposed program is appropriate within the context of the three country programs and presents a realistic approach to working in South Africa, Lesotho, and Swaziland (among which human resource capacity varies substantially), and the extent to which the program supports the development of regional and developing country expertise.
3. Extent to which the proposal presents an approach to each of the key tasks that can be quickly and efficiently implemented, demonstrates the Applicant's ability to reach the stated objectives within the required period of performance, and includes a realistic timeline for project start-up.

### **B. Staffing Plan**

1. Expertise of the Project Director in directing, managing, implementing, and evaluating large, complex projects and building capacity to use high quality M&E data for program management and policy formulation.
2. The extent to which the proposed core staff and consultants possess demonstrated expertise, skills and experience required to implement the full range of technical, field, and administrative tasks described in the SOW.

### **C. Organizational Capacity and Management**

1. Extent to which the proposal presents a clear and efficient management plan and organizational structure for accomplishing all aspects of project implementation, with particular emphasis on the management of the roster of core staff and appropriate mechanisms for ensuring the availability of qualified expertise.
2. Merit, feasibility, and overall efficiency of management plan for accomplishing task implementation.

### **D. Past Performance**

1. Demonstrated successful past performance in similar previous contracts/agreements, including HIV and other PHN programs, in the following areas: quality of work, timeliness of performance, quality of USG relations with the Applicants, and quality/performance of key personnel.



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### **Adjectival Rating**

USG South Africa, Lesotho, and Swaziland will award the contractor whose proposal(s) best addresses the SOW and represents the best value to the relevant stakeholders, all factors being considered. Proposals for each activity will be evaluated based on adjectival ranking for overall proposal and each section of the proposal respectively. The following adjectives will be used in assessing the criteria set forth: outstanding, very good, good, marginal, and unsatisfactory.