

REQUEST FOR EXPRESSIONS OF INTEREST

AFRICAN DEVELOPMENT BANK Human Capital, Youth and Skills Development Department Public Health, Security and Nutrition Division

1. The African Development Bank hereby invites firms/consortia of training institutions and consultancy firms to indicate their interest in the following Assignment: *Institutionalizing capacity building on Value for Money in health, nutrition and education in countries of the ECOWAS region.*
2. The services to be provided under the Assignment are as follows:

The Value for Money (VfM) programme of the African Development Bank (AfDB) aims to contribute to the improvement of coverage, quality, equity and sustainability of social service delivery in Africa through various strategies and interventions aimed at improving the way resources are being utilized. As part of the VfM program, the Bank has organized sub-regional capacity building sessions on value for money, sustainability and accountability for senior officials and civil society organizations from countries of various African regions. However, a key challenge to enhancing VfM in social sectors is to scale up capacity building activities and ensure they are sustained.

The objective of assignment is to set up a sustainable framework for dissemination of VfM concepts and tools that is contextualized to ECOWAS countries, targeting relevant policy-makers and practitioners such as senior officials, parliamentarians, CSOs, technocrats from finance and relevant sector ministries and also open and attractive to actors of the private sector.

The main output of the project is the design and implementation of dedicated on the job VfM training modules for the health/nutrition and education sectors within a network of training institutions based in the ECOWAS Region. These modules should also be fit for use as an addition to existing relevant initial education at Bachelor and Master levels. The selected candidate will be asked to (i) update and contextualize the existing curriculum and training materials prepared so far under the VfM program, (ii) develop two specific in-service training modules: one for VfM in health and nutrition and one for VfM in education to complement the existing training curricula in beneficiary institutions, and (iii) initiate implementation of the training.

Main duties will be as follows:

- a) Establish a scientific committee to guide project execution.
- b) Revisit capacity building materials on VfM in health and nutrition to form a module of 30 hours of training.
- c) Develop existing contents on VfM in education with a view to form a module of 30 hours of training.
- d) Translate the training modules.
- e) Design of two trainer's manuals.
- f) Train trainers from the various institutions of the network.
- g) Test, document and evaluate the programme through two capacity building sessions (costs will be financed separately from the contract).
- h) Prepare a business plan for the delivery of capacity building for remaining ECOWAS countries. This will include communication materials and a communication/marketing plan.
- i) Prepare a concise project final report and a corresponding presentation showing activities, results and the recommended way forward for concerned institutions and the Bank.

3. The AfDB's Public Health, Security and Nutrition Division invites relevant candidates to indicate their interest in providing the above-described services. Candidates will ensure coverage of the relevant range of technical domains (health, nutrition and education). World-class training or consultancy firms/consortia of training institutions and consultancy firms may include ECOWAS-based firms to provide local experience and should have strong track records in the domain of training and in VfM in social sectors. Interested eligible candidates shall provide information on their qualifications and experience demonstrating their ability to provide the services (documentation, references for similar services, experience in comparable assignments, availability of qualified staff, etc.).
4. The eligibility criteria, the establishment of a short list and the selection procedure shall be in conformity with the Bank's **Procurement Policy for Recruitment of Corporate Consultants**. Please, note that, according to this policy, interest expressed by a service provider does not imply any obligation on the part of the Bank to include it in the shortlist.
5. The estimated duration of services is 10 months, to cover the implementation of activities, production of deliverables and completion of the audit exercise, and the estimated starting date is October 2018.
6. Interested applicants may obtain further information by e-mail or by visiting the African Development Bank at the address indicated below during working hours: from 9 a.m. to 5 p.m. GMT.
7. Expressions of Interest must be received in either hard copy or electronically at the address below no later than 07 September 2018 at 5:00 p.m. local time (GMT) and specifically mentioning "*Institutionalizing capacity building on Value for Money in health, nutrition and education for countries of the ECOWAS region*".

For the attention of:

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TERMS OF REFERENCE FOR INSTITUTIONALISING CAPACITY BUILDING ON VALUE FOR MONEY IN HEALTH, NUTRITION AND EDUCATION FOR THE ECOWAS REGION

1. Background

To foster and sustain progress in human development, African countries need to improve the level of results generated for the money they spend on social sectors. Evidence shows that social spending is often inefficient and ineffective, and there is consensus on the need and means to correct this situation. Countries achieve very different levels of results with comparable levels of social spending. This suggests that it is possible to obtain greater results from available resources.

The main sources of inefficiency in social spending are known and cut across sectors. They include, inter alia, inadequate resource allocation and financing options; policies and strategies insufficiently based on evidence; lack of focus on results. Inefficiencies affect both public and household spending, with the second representing a large share of social spending in Africa. This has a negative effect on economic development.

At the same time, a disconnect exists between social ministries and ministries of finance, as a result of the fact that these ministries have different identities, cultures, mandates and stakeholders, and that technical collaboration and communication between these ministries, as well as mutual understanding, is often weak.

The African Development Bank has been supporting its Regional Member Countries in their efforts to improve value for money in social sectors. Following the high level ministerial dialogue hosted by the Bank at the Tunis conference on value for money (VfM) in July 2012, calls were made to the African Development Bank (AfDB) and partner organizations to provide support to African countries to enhance value for money in the social sectors in accordance with the Tunis Declaration on Value for Money, Accountability and Sustainability.

In response to the above call, AfDB has been working with partners in implementing programs to meet this request. The first capacity building training on value for money, sustainability and accountability was organized for senior officials and civil society organizations (CSOs) from the East African Community in 2013, in Dar es Salaam, Tanzania. Building on this experience, the Bank has subsequently organized capacity building exercises on Value for Money, Sustainability and Accountability for senior officials and CSOs from SADC and ECOWAS member countries as well as parliamentarians of ECOWAS and SADC countries. This capacity building enhanced awareness, knowledge, and skills for improving value for money, sustainability and accountability in social sectors, and has provided foundations for improved dialogue and collaboration between ministries of finance and social ministries in participating countries.

In the face of demographic and fiscal pressures in Africa, there is growing interest in -and need for, enhanced VfM in social sectors, but a key challenge is to scale up capacity building activities and ensure they are sustained. The present assignment is envisaged to address this challenge, and to:

- Broaden the reach of capacity building in VfM: capacity building activities undertaken to date under the VfM Trust Fund have mainly benefited select key senior government officials at director's level, heads of CSOs and chairs of social and finance parliamentary committees. The

envisaged programme will allow to go beyond this and admit a broader audience of mid-managers and technicians, thereby creating a critical mass of like-minded personnel in the ministries of finance and health of ECOWAS countries.

- Integrate on-the-job VfM capacity building in local academic institutions in accordance with a business-minded approach, acknowledging the evolving economic reality of education in Africa, which is marked by the expansion and increasing prominence of the private sector. The proposed project promotes a business model in which (i) training institutions are remunerated for the services they deliver; (ii) services delivered are of a quality that is attractive to clients, not limiting to governments using their own resources or external finance, but also private actors of the health and education sectors and individual clients who intend to firm up their position on the job market.
- Experiment the integration of VfM into select initial training curricula e.g. in medical and management schools, schools of administration, or any other relevant forming part of the network/consortium selected by the Bank to execute the project.

As a pilot phase and also due to resource constraints, it is envisaged to focus on the ECOWAS region and to limit on health/nutrition and education. This is also justified by the fact that the private side of these two sectors are fast expanding in Africa and suffer from regulation weaknesses and inefficiencies. In subsequent phases, which would require access to additional resources, and depending on results obtained in the pilot phase, the Bank may engage in other regions and expand to the wider domain of social protection.

2. Objectives of the Assignment

The objective of assignment is to set up a sustainable framework for dissemination of VfM concepts and tools in ECOWAS countries, targeting relevant policy-makers and practitioners such as senior officials, parliamentarians, CSOs, technocrats from finance and relevant sector ministries (health, nutrition, education) and remaining open to actors from the private sector.

3. Duties of the bidder

The African Development Bank hereby invites internationally recognized firms and consortia of training institutions and consultancy firms to express their interest in the following assignment.

The main output of the project is the design and implementation of dedicated in-service VfM training modules for the health/nutrition and education sectors within an existing network of training institutions, or within a network created for that and other purposes as the case may be. This will build on the different capacity building activities undertaken and materials developed so far with funding from the VfM Trust Fund.

The selected bidder will update and contextualise the existing curriculum and training materials in order to develop two specific in-service training modules: one for VfM in Health and nutrition and one for VfM in Education. These modules should also be fit for use as an addition to existing relevant initial education at Bachelor and Masters levels.

All the contents will need to be validated by the Scientific Committee and endorsed by the AfDB.

The assignment comprises the following activities, *inter alia*:

- j) Prepare an inception report and work programme. These will be submitted to the Bank's approval.
- k) Establish a scientific committee to guide project execution. This will be a group of 10-12 persons which will comprise specialists from the network funded by the project, representatives of relevant public and private institutions (active or former ministers, the academia, civil society and aid agencies). The Scientific Committee will provide guidance on contents development for both the health and education components as well as strategic orientation. It will have representation from the African Development Bank and will hold a face-to-face launching meeting followed by monthly virtual meetings.
- l) Revision of capacity building materials on VfM in health and nutrition with a view to form a module of 30 hours of training. This will entail a review of the 15+ presentations and workshop exercises used by the Bank and its partners in previous VfM in health capacity building sessions. This review will aim to:
 - Propose any restructuring that will appear pertinent in view of recent evolutions in the thinking of health financing and VfM and associated evidence;
 - Develop new contents where appropriate e.g. in relation to Public Finance Management (PFM) in health;
 - Expand existing contents where appropriate e.g. in relation to public-private collaboration and public-private partnerships in health;
 - Update and contextualise data in such a way as to illustrate the sessions by concrete evidence from ECOWAS countries.
 - Package the contents in state of the art materials comprising presentations, videos and practical exercises.
- m) Develop existing contents on VfM in education with a view to form a module of 30 hours of training. Detailed activities are the same as for health (see above). However engagement is planned to be more demanding since contents on VfM in education are much less advanced than they are for health, which is the sector in which the Bank's VfM programme has been initially developed.
- n) Translation of modules. Modules will have to be available in French, English and Portuguese.
- o) Design of two trainer's manuals. This will concern health and education respectively and consist in 20-30 pages documents presenting each part of the respective modules and providing the necessary guidance.
- p) Training of trainers from the various institutions of the network. This will aim at ensuring quality, consistency and harmonisation of teaching methods throughout the network.
- q) Test, document and evaluate the programme through two capacity building sessions. This will involve two countries and aim to test both the health module (one country) and the education module (the other country). Evaluation will be a Level 2 evaluation aimed at measuring the knowledge gained through the capacity building modules.
- r) Prepare a business plan for the delivery of capacity building for remaining ECOWAS countries. This will include communication materials and a communication/marketing plan.

- s) Prepare a concise project final report and a corresponding presentation showing activities, results and the recommended way forward for concerned institutions and the Bank.

4. Duration of contract

The contract period will be of 10 months, to cover the implementation of country proposals, production of deliverable and completion of the audit exercise.

5. Qualifications and experience

The bidder will demonstrate the following:

- Existence of a faculty (based in the ECOWAS region) dedicated to the project and composed of at least three teaching/research staff, including a minimum of two members of staff of the institution holding relevant Master's Degree. Faculty can be supplemented by consultants, depending on technical proposal.
- Faculty led by an individual holding the title of Doctor or Professor in a specialty relevant to the programme with track record of publication on value for money issues and deep training experience.
- Existence of infrastructure sufficient to host the trainings.
- Nominative list of at least two research assistants to support the project.
- Proven financial management capacity to engage into the project and comply with requirements of the project audit.
- The ability to translate training materials into French, English and Portuguese.

The bidder will propose to the AfDB a Scientific Committee fitting the following requirements:

- Have no more than 12 persons in total;
- Be chaired or at least co-chaired by a renowned expert with track record of experience in Value for Money issues;
- Have representation from the firm or all institutions member of the consortium;
- Comprise one active or former government official in each of the themes covered by the project i.e. health, nutrition and education;
- Comprise at least two personalities from relevant private sector entities;
- Have representation from AfDB.

Interested applicants may constitute consortia to enhance their chances of qualification. Merit points may be included to reward inclusion of ECOWAS-based firms in the consortia.

6. Reporting

The selected bidder will carry out duties under the guidance of Scientific Committee and the oversight of AfDB Task Manager for the Value for Money Trust Fund and the Division Manager for Public Health, Security and Nutrition of the African Development Bank.

7. Administrative arrangements

The financing from AfDB will cover fees, international travel (economy class), costs associated with stays

in ECOWAS countries and select operational costs.

An amount has been set aside in the project to finance the stipends of the first batch of trainees in testing sessions, covering travel, subsistence and registration fees as the case may be.