



REPUBLIC OF KENYA
MINISTRY OF HEALTH
EAST AFRICA'S CENTRE OF EXCELLENCE FOR SKILLS AND TERTIARY EDUCATION IN
BIOMEDICAL SCIENCES – THE EAKI PROJECT

LOAN No: 2100150031997
PROJECT ID No: P – Z1 – IBO – 23
TENDER No: MOH/ EAKIP/ EOI/ 002/ 2021 – 2022

PROCUREMENT OF AN INDIVIDUAL CONSULTANT FOR DEVELOPMENT OF EAKI
STRATEGIC INVESTMENT PLAN.

TERMS OF REFERENCE

APRIL 2022

INTRODUCTION

The The Kenya Health Sector Strategic and Investment Plan (KHSSP) 2018-2023, has spelt out the short term strategies that the health sector will use in implementing the Kenya Health Policy (KHP) 2014-2030. The KHSSP 2018-2023 covers all actors in the Health arena and will guide in developing their strategic as well as operational plans.

In implementing the strategic plan, the Ministry of Health (MOH) has roles it is expected to undertake as one of the Actors in the health arena. KHSSP Strategic and Investment Plan 2021 – 2026 spells out the strategies the MoH will use to effectively play its role in the sector as part of implementing the health agenda as spelt out in KHP.

The EAKI Strategic Plan is expected to guide its strategic positioning to play its role as elaborated in the project details. The **East Africa Kidney Institute**, is a proposed centre of excellence in renal care, training and research to be set up in Kenya as part of the East African Community's objective of development of relevant and highly skilled workforce in biomedical sciences to meet the EAC immediate labour market needs and support EAC's free labour market protocols. It is envisioned that EAKI will also attract medical tourism from the region and beyond.

EAKI is jointly funded by the Government of Kenya and the African Development Bank (AfDB) and its establishment is aligned to the Medium-Term Plan (MTP III) for the Vision 2030 aimed at development of specialized skills a priority to promote medical tourism within the region to increase Kenya's competitiveness regionally and globally. EAKI is part of the EAC COEs focusing on Nephrology and Urology Institute while Uganda is hosting the Cancer CoE; Tanzania, Heart CoE and Rwanda hosts eHealth and Rehabilitation Sciences.

Upon completion, EAKI will allow multi-partite participation by putting clinical services, medical research, and professional training together; and concentrating medical expertise, advanced technology and cases of complex renal illnesses in one place.

The objectives of EAKI are;

1. To improve expertise and strengthen specialized health care services to Kenyans and the East African Region.
2. To reduce the burden on chronic kidney disease through enhancement of promotive and preventive interventions.
3. To provide high quality regional based renal health services to stem outward referrals to foreign countries. To improve specialists teaching and training
4. To strengthen regional healthcare referral services and attract medical tourism to the country.
5. To promote quality research in medical specialties and maintain a registry on renal conditions.

EAKI project has the following components;

Component I: Establish a Regional Centres of Excellence in Urology and Nephrology in Kenya through Construction of the EAKI complex:

This component aims at establishing the infrastructure, equipment and systems of a centres of excellence in Kenya as part of the regional network of CoEs in the East Africa region. Specifically, the goal of this component is to facilitate;

- i. Higher education programmes and clinical training;
- ii. Scientific and operational research;
- iii. Delivery of specialized preventive, curative and promotive services.

Component II: Regional Integration.

Support EAC Regional Integration agenda in Higher Education to respond to Labour Market needs. This component will support regional integration in higher education and labour market regulation: Specifically, the focus will be on:

- i. Development and implementation of a regional integration strategy on higher medical education and research;
- ii. Development of a policy and operational guideline that guides and facilitates enrolment of students from EAC member states to those Centers of Excellence through an agreed and equitable framework;
- iii. Production of a regional labor market policy and supporting operational arrangements to enhance regional integration in skilled labor market;
- iv. Development, with member states, of a strategic plan of expanding the project in the other regional countries.

Component III: Project Management and Coordination

This component supports project management coordination, monitoring and evaluation including assessment of the effectiveness of the approaches used in the program in terms of quality and relevance to the job market.

The development of the Plan will be coordinated by the Department of Central Planning and Project Monitoring. The process of formulating the Plan will be as inclusive as possible of all stakeholders.

EXPECED OUTPUTS

- EAK-SP draft by December 2021
- Final EAKI-SP printed by Feb 2022.

The Technical Committee will work through technical working groups listed below:

Technical Thematic Working Groups on EAKI-SP.

The technical working groups will consist of five thematic working groups namely:

- Service Delivery thematic group,
- Capacity Building thematic group,
- Research and Development thematic group,
- Health Financing, M&E and Costing thematic group,
- Institutional arrangement and implementation arrangements (Governance).
- **Terms of Reference for the Consultants:**

Objectives of the assignment

Overall Objective: The overall aim of the assignment is to facilitate and implement the development of the EAKI Strategic Plan by working closely with the working group and key stakeholders.

The specific Objectives are as follows:

- ✓ To conduct the Situation analysis and avail update information and data to inform the SP
- ✓ To set up priorities for the next EAKI-SP, based on situational analysis findings.
- ✓ To develop the EAKI-SP document and M&E plan through consultative approaches;
- ✓ To develop a Balanced Score Card (BSC)
- ✓ To carry out detailed costing of the EAKI-SP
- ✓ To participate in the Consultative workshops and validation process of the EAKI-SP .

Tasks to be performed by the Consultant:

- ✓ Prepare a detailed roadmap for EAKI-SP strategy elaboration, preferably assigning timeframes for activities to be completed in the months leading to finalization of the EAKI-SP and linking it with the overall elaboration process.
- ✓ Ensure that the Technical Working Group understand and follow the different guidelines issued by Ministry of Planning and Devolution.
- ✓ Ensure uniformity between objectives outlined in the sector EAKI-SP and strategies produced by other forums.
- ✓ Facilitate the HSWG in preparing and submitting the various drafts of the strategy to MOH in time.
- ✓ Facilitate writing workshops for further elaboration of the strategy (relating to identification of priorities, developing the results chain, theory of change etc).
- ✓ Develop cost estimates of the strategy and ensure consistent costing of the EAKI-SP.
- ✓ Produce the various drafts and the final EAKI-SP in accordance with deadlines in the overall calendar.

METHODOLOGY FOR DEVELOPING THE EAKI-SP

Coordination Structures for Developing the EAKI Strategic Plan

The coordination structures will be as follows;

- i. **Steering Committee**
Steering Committee, with members from MOH, KNH, KMTC and UON will be appointed by the Principal Secretary (PS). The steering committee shall guide the process of developing the SP.
- ii. **Technical Committee**
The PS will appoint the Technical Committee that will draft the SP after review of relevant documents, including, but not limited to; the Constitution, Kenya Health Policy, the KHSSP 2018-23, the UHC road map, project details, East Africa Community Health Strategy, the Health Act 2017 and other relevant legislation, relevant Government circulars and any other relevant materials deemed appropriate for this purpose as well as other performance review reports. The Technical committee will determine their modus operandi in undertaking the task. This may include establishing thematic groups to carry out the exercise.
- iii. **Thematic groups**
As per the EACE, Project Appraisal Report (PAR), the Ministry of Health is the Executing Agency (EA) while the Kenyatta National Hospital, The University of Nairobi and Kenya Medical Training College are the users/beneficiary institutions. The three institutions jointly own the land on which the proposed complex will be constructed. Other collaborating agencies are the Ministries of Education, The National Treasury and the East Africa Community.

The thematic groups will be organized around the operational areas for the Kidney Institute. A core team that will coordinate and collate the output from the various groups. The thematic groups shall be provided a format for deriving the necessary information towards developing the draft SP.

All groups will have representatives of the entities i.e; MOH, KMTC, KNH, and UON.

The thematic groups will look at the following;

- i. Leadership and governance (policy, planning, quality assurance, social accountability and regulation)- strategies, interventions, indicators, targets and investment areas with budgets, Institutional arrangement and implementation arrangements.
- ii. Service delivery-strategies and interventions per each policy area, indicators, targets and investment areas with budgets.
- iii. Health products and technologies, including blood- strategies, interventions, indicators, targets and investment areas with budgets
- iv. Human resource for health- strategies, interventions, indicators, targets and investment areas with budgets
- v. Infrastructure- strategies, interventions, indicators, targets and investment areas with budgets
- vi. Health financing- strategies, interventions, indicators, targets and investment areas with budgets including overall document costing
- vii. HIS /M&E- strategies, interventions, indicators, targets and investment areas with budgets including the M&E framework

- viii. Research and development- strategies, interventions, indicators, targets and investment areas with budgets

Coordination and Secretariat

The Department of Central Planning and Project Monitoring shall provide the Technical back stopping for the development of the East African Kidney Institute Strategic Plan. The Department shall provide coordination for the process.

Deliverables:

- ✓ Inception Report with a detailed methodology and plan of action.
- ✓ Draft Situation Analysis for the EAKI project.
- ✓ Draft EAKI-SP document with costing estimates
- ✓ EAKI-SP Monitoring and Evaluation Plan (The tracker)
- ✓ Final costed EAKI-SP document after inputs from stakeholders.

Reporting Arrangements:

The consultants will report to the Coordinator of the strategic plan development based at the Department of Central Planning and Project Monitoring..

Profile of the Consultant:

The consultant should have the following demonstrable profile:

Strategic Planning and Costing Expert

The potential candidate must have the following set of qualifications

- Advanced University degree (Masters or PhD) in Economics or Health Economics with Experience in Costing of Health Services, Public Health, Health Systems Management, Population Science.
- Extensive knowledge, and experience in health diseases program, health systems policy and planning in Kenya.
- Having at least 5 years of experience in Developing Strategic Plans in the health sector
- Utilizing the Agreed upon methodology of costing National Health Sector plans to determine cost estimates for each action of the National Strategic Plan.
- Demonstrated knowledge and capacity to coordinate and work with diverse groups/teams of national level consultants
- Strong personal organization and time management
- Excellent writing, communication skills and presentation skills

Actions to monitor progress towards national targets must also be costed in particular monitoring progress towards UHC. This requires using costing tools available as well as close collaboration with MoH for cost details in Kenya.

- A cost estimates report must be written, documenting the calculations, assumptions, etc.
- Strong background and understanding of Costing tools and methodologies
- Prior work experience in a developing country is highly desirable; experience of working in Kenya would be an added advantage
- 100 percent commitment and availability during the period
- Track records on delivering on assignments (Evidence).