

## **EPROCUREMENT NOTICE**

### **REQUEST FOR EXPRESSIONS OF INTEREST**

#### **[CONSULTING SERVICES– FIRMS SELECTION]**

#### **INDIA – Uttarakhand Health Systems Development Project**

Credit No: 5948-IN

**Assignment Title : Selection of Consultancy Firm to conduct trainings of Staff of Various Healthcare Facilities at Various Locations in Uttarakhand under Uttarakhand Health Systems Development Project [UKHSDP]**

**Procurement Plan Reference Number: IN-UKHFWS-215644-CS-QCBS**

The Government of Uttarakhand has received financing from the World Bank toward the cost of the Uttarakhand Health Systems Development Project [UKHSDP]. The Uttarakhand Health and Family Welfare Society [UKHFWS] which is the implementing agency for the UKHSDP intends to apply part of the proceeds for consulting services.

The Consulting Services [“the Services”] include **Selection of Consultancy Firm to conduct trainings of Staff at Various Healthcare Facilities at Various Locations in Uttarakhand under Uttarakhand Health Systems Development Project [UKHSDP]**

The Project now invites eligible consulting firms [“Consultants”] to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services.

Shortlisting Criteria:

1. A certificate of incorporation issued by the relevant Government registry confirming due incorporation and valid and legal existence of the Consultant.

*Documents : Certificate of Incorporation*

2. The applicant should have experience of completion of similar assignments of similar scale in the health or development sector in the last 5 years. In case of Joint Venture, the Joint Venture as a whole should demonstrate this capability.

*Documents: The Consultant should have imparted similar training to at least 5,000 trainees in the last 5 years [list of contracts with details of trainees with their contact details to be enclosed with EOI].*

3. The consultant should have trainers available to support such trainings at various locations in the State of Uttarakhand. In case of Joint Venture, the Joint Venture as a whole should demonstrate this capability.

*Documents: The consultant shall provide evidence of having trainers available to conduct the required training.*

4. Average annual turnover of the Consultant/Joint Venture during the last three financial years 2017-18, 2018-19, 2019-20 should be at least INR 10 Crore [INR Ten Crore] or USD 1369860 [USD One million Three hundred sixty nine thousand eight hundred and sixty] (as per the published Income Statement)

Single firm must meet the requirement in full. In case of Joint Venture, combined the Joint Venture shall meet 100 % of the requirement.

*Documents: Certificate from Chartered Accountant appointed by the company (of last 3 Financial Years (2017-18, 2018-19, 2019-20)).*

A consultant will be selected in accordance with the Quality and Cost Based Selection [QCBS] method set out in the Consultant Guidelines.

The attention of interested Consultants is drawn to paragraph 1.9 of the World Bank's Guidelines: Selection and Employment of Consultants under IBRD Loans and IDA Credits and Grants by World Bank Borrowers, January 2011 and revised July 2014 [Consultant Guidelines"], setting forth the World Bank's policy on conflict of interest.

The consultant must not, in any way, be affiliated with business entities that are currently providing or are seeking to provide goods or services to the project or be carrying out assignments under the project, as well as providing consulting services for assignments under the Project, that are conflicting in nature with the current assignment for which this REOI has been floated.

Consultants may associate with other firms in the form of a joint venture or a sub-consultancy to enhance their qualifications but should indicate clearly whether the association is in the form of a joint venture and/or a sub-consultancy. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.

To participate in the e-tendering process, a firm is required to register in the e-Procurement portal of Uttarakhand [<https://www.uktenders.gov.in/nicgep/app>] free of charge.

The Request for Expression of Interest [REOI] along with indicative Terms of Reference is available online at Uttarakhand e-Procurement : <https://www.uktenders.gov.in/nicgep/app> from March 18, 2021 to April 02, 2021 [up to 15.00 hours IST] for viewing/downloading free of cost.

Expression of Interest [EOI] must be submitted online only at <https://www.uktenders.gov.in/nicgep/app> by or before April 02, 2021 [up to 1500 hours IST]. EOI submitted through any other mode shall not be entertained.

Further information can be obtained at the address below during office hours [*i.e., 1000 to 1700 hours*].

Project Director  
Uttarakhand Health Systems Development Project  
2nd Floor, Red Cross Building, Danda Lakhaund  
Sahastradhara Road  
Dehradun

## TERMS OF REFERENCE

### **Assignment Title: Selection of Consultancy Firm to conduct trainings of Staff of Various Healthcare Facilities at Various Locations in Uttarakhand under Uttarakhand Health Systems Development Project [UKHSDP]**

#### **1. Introduction to the Project**

Uttarakhand Health Systems Development Project [UKHSDP] is conceived as a strategic initiative to enhance people's access to quality health care services in the state of Uttarakhand. The Project is co-financed by the World Bank and Government of Uttarakhand (GoUK) and implemented by Uttarakhand Health and Family Welfare Society [UKHFWS]. The project seeks to support Uttarakhand in improving access to quality health services and in providing health financial risk protection. Specifically, the project focuses on improving access to health services for the predominantly remote population of the state, through strengthening public and private health-delivery systems; promoting greater stewardship and managerial capacity in the health directorate; improving information systems; augmenting monitoring and research; and extending coverage of state health insurance scheme beyond hospitalization to include primary healthcare services.

The Project implementation period is six years (April 2017-March 2023) with total cost of US \$87.50 million, out of which the World Bank will provide financial support of US \$70 million and the GoUK will finance US \$17.50 million. Project Development Objective (PDO) is to improve accesses to quality health services, particularly in the hilly districts of the state and to expand health financial risk protection for the residents of Uttarakhand. The project has two components: a) Innovations in engaging the private sector [for integrated service delivery and for health financing], and b) Stewardship and health systems improvement. A description of the activities under the two project components is provided below.

#### **Project Components**

**Component 1. Innovations in engaging the private sector:** Innovations in engaging the private sector in the delivery of healthcare services as well as in healthcare financing. This component expands access to services by creating integrated, technology-enabled health system architecture with enhanced focus and availability of primary care, emergency care and necessary referral services. It also endeavors to expand financial protection by defining a benefit package of primary care services for child and adolescent health care and for the management of non-communicable diseases.

**Component 2. Stewardship and system improvement:** This component strengthens the government's capacity to engage effectively with the private sector, and therefore, to enable the government to provide effective stewardship to improve the quality of services in the entire health system and particularly in its capacity to effectively pursue the innovations being planned under this project. The component focuses on strengthening the institutional structures for stewardship and service delivery and augmenting the state's human resource capacity, so that the necessary skill sets required for effective implementation of the project and the state's health programs are available. The strengthened capacity is expected to serve beyond the activities of this project, as it will contribute to the government's stewardship role for the health system. The project supports research and evidence generation, use of evidence for strategic planning, and improved information systems for data generation and management, including timely feedback to providers. It also supports Facilities Assessment as well as contracting of

agencies on a turnkey basis to support the attainment of NABH quality standards in identified public health facilities in the state. Finally, the component promotes a multidisciplinary approach that strengthens the ability of the health system to respond to seasonal and context-specific needs. Project management costs are also financed from this component.

## 2. Background

UKHSDP emphasizes quality of care for health services provided. While structural input such as infrastructure, equipment and drugs are important, knowledge and skills of the health workforce are even more impactful to ensure competent care and a positive user experience. Hence, training and skill building (including clinical knowledge, awareness of expected changes in roles/responsibilities) for the health care staff is important in empowering and enabling them to perform their duties in a manner which leads to improved quality of care and patient outcomes.

In order to improve performance of health care facility staff and healthcare managers, provision of adequate training and skills upgrading is an important first step. The training needs assessment (TNA) for various health care staff of the state was recently conducted under UKHSDP and a capacity building strategy for the state was finalized suggesting important recommendations and additional training requirements apart from existing clinical skill trainings<sup>1</sup> conducted by the state government (attached as Annexure 1). Gaps in desired and actual output of clinical and other trainings being conducted by state (Department of Health) can be bridged and augmented by various peripheral skill enhancing trainings proposed in UKHSDP. These trainings will not only encourage and empower the staff for various skills but will also seed certain additional skills like communication, decision making and management skills, interpersonal skills, medico-legal ethics, finance and budgeting skills among the healthcare staff and managers which will enhance the absorption and implementation of the state's training strategy. The training needs assessment clearly highlighted the need for specific training programs for each level/category of staff at health facilities and in administration - please see Table 1- indicating the relevant training needs in Uttarakhand.

**Table 1: The relevant training needs as identified from gap assessment for training needs for health care staff in the state**

SN	Types of Training	Category	Duration (days)	Batch Size	No of Trainees	Total Batches	Total Training Days	Venue
<b>1</b>	<b>Strategic and Coordinated Management, Monitoring, Reporting, HR management</b>							
1	Orientation Training	State PMU, MOs, DPMs,	5	30	3500	117	583	Regional Level

<sup>1</sup> The state government, through its various technical agencies and directorates, continues to provide clinical training programs. The TNA has identified some areas of improvements in these clinical trainings as well; however, those will be addressed separately through technical agencies and directorates and is not part of this TOR.

SN	Types of Training	Category	Duration (days)	Batch Size	No of Trainees	Total Batches	Total Training Days	Venue
	Refresher Training	Nurses, Pharmacists, FLWs	2	30	3500	117	233	District/Block Level
<b>2</b>	<b>Liaising and Communication Skills</b>							
2	Orientation Training	CMO, ACMO, administrative officers, DPM, MO, Nurse, Technicians, Pharmacists, FLWS, ASHAs	5	30	As above			District/Block Level
	Refresher Training		2	30	As above			District/Block Level
<b>3</b>	<b>Leadership, Motivation and Teamwork Skills</b>							
	Orientation Training	MO, Nurse, Technician, Pharmacist, FLWS, ASHAs	4	30	As above			District/Block Level
	Refresher Training		2	30	As Above			District/Block Level
<b>4</b>	<b>Medico-Legal &amp; Ethics</b>							
	Orientation Training	MOs, Nurses, Pharmacists, Medical Technicians	3	30	As Above			District/Block Level
	Refresher Training		1	30	As above			District/Block Level
<b>5</b>	<b>Overview of Quality of Care</b>							
	Orientation Training	CMO, ACMO, administrative officers, DPM, MOs, Nurses, Pharmacist, Medical Technicians, FLWs, GDA	4	30	3500	117	468	District/Block Level
	Refresher Training		2	30	3500	117	233	District/Block Level
<b>6</b>	<b>Disaster Preparedness &amp; Response</b>							

SN	Types of Training	Category	Duration (days)	Batch Size	No of Trainees	Total Batches	Total Training Days	Venue
	Orientation Training	<b>MOs, Nurses, Pharmacists, Medical Technicians, FLWs, GDA</b>	3	30	3500	117	351	District/Block Level
	Refresher Training		1	30	3500	117	117	District/Block Level
<b>7</b>	<b>Finance and Budgeting</b>							
	Orientation Training	<b>MOs, Account Officer</b>	3	30	2000	67	200	District/Block Level
	Refresher Training		1	30	2000	67	67	District/Block Level

It is in this context that the UKHFWS intends to conduct training and build skills pertaining to the above areas among the healthcare facility staff and administrators in the state. Please see Table-2 below for details on number of healthcare facilities and the corresponding number of healthcare workers in the state of Uttarakhand.

**Table-2:** Indicative Staffing Pattern of Healthcare Facilities in Uttarakhand

S N	ESTIMATED [TYPICAL] NUMBER OF PERSONNEL PER HEALTHCARE FACILITY											Total Personnel
	Type of Healthcare Facilities / Healthcare Personnel	District Hospital 12 Nos	District Hospital [Female] 6 Nos	Base Hospital 3 Nos	Combined Hospital 10 Nos	Mental Hospital 1 No	CHCs 86 Nos	Block PHCs 27 Nos	PHCs 20	APHCs 211	Sub- Centers 2,054	
1.	Officers from the State and District Directorate /CMO Offices and National Health Mission											75
2.	Medical Officer	10	3	7	7	3	5	2	2	1	0	1903
3.	Medical Officer [AYUSH]	2	0	0	0	0	2	2	0	0	0	250
4.	Nurse	12	6	6	6	6	4	0	0	0	0	1125
5.	Pharmacist	6	6	6	6	4	1	1	1	1	1	2588
6.	Health Worker [M&F]	0	0	0	0	0	1	1	1	1	1	150
7.	Health Assistant	0	0	0	0	0	1	1	1	1	0	344
8.	Health Educator	0	0	0	0	0	0	1	0	0	0	27
9.	Cold Chain & Vaccine logistic Assistant	0	0	0	0	0	0	1	1	1	0	258
10.	Laboratory Technician	3	2	2	2	2	1	1	1	0	0	209
11.	X-Ray Technician	3	2	2	2	1	1	0	0	0	0	161
12.	Lab. Assistant	2	1	1	1	1	0	0	0	0	0	44

S N	ESTIMATED [TYPICAL] NUMBER OF PERSONNEL PER HEALTHCARE FACILITY											
	13.	Dark Room Assistant	1	1	1	1	1	0	0	0	0	0
14.	Store Keeper	1	1	1	1	1	0	0	0	0	0	32
15.	Dental Assistant	1	0	1	1	0	1	0	0	0	0	111
16.	Nursing Orderly	4	4	2	2	2	0	0	0	0	0	100
17.	ECG Technician	1	1	1	1	0	0	0	0	0	0	31
18.	Audio-metrician	1	0	0	0	0	0	0	0	0	0	12
19.	Dietician	1	1	1	1	0	0	0	0	0	0	31
20.	Physiotherapist	1	0	0	0	0	0	0	0	0	0	12
21.	Counselor	2	2	1	1	2	1	0	0	0	0	137
22.	Electrician	1	0	0	0	0	0	0	0	0	0	12
23.	Blood Bank Storage Technician	1	1	1	1	0	0	0	0	0	0	31
24.	Hospital Administration	1	1	1	1	0	0	0	0	0	0	31
25.	Optometrist	1	0	1	1	0	1	1	0	0	0	138
26.	Clerk	3	2	2	2	2	1	1	0	0	0	189
27.	Date Entry Operator	2	2	2	2	2	2	1	0	0	0	263
28.	Ward Boy	6	4	4	4	4	2	1	1	1	0	582
<b>GRAND TOTAL</b>											<b>8,878</b>	

The UKHFWS under UKHSDP proposes to hire an agency or a consortium for this capacity building exercise.

### **3. Objective of the Assignment**

The overarching objective of this assignment is to equip all categories of healthcare professionals and workers in Uttarakhand with the latest tailored knowledge and skills required to become fully capable of observing and implementing safe and optimal healthcare service provision of high quality to the beneficiaries of the state including Project Management Strategic and Coordinated Planning, Monitoring, Reporting, HR management, Liaising and Communication Skills, Leadership, Motivation and Teamwork Skills, Medico-Legal Practices, Quality of Care, Disaster preparedness response and Finance and Budgeting to equip all categories of healthcare workers to become more effective in their jobs.

### **4. Description of Services**

The selected firm will design training materials and deploy multiple training strategies and modalities including workshops, classroom sessions, audio-visual features, exposure visits and practical work experience. Although the preferred mode of training is physical training across health care facilities among various categories of staff yet it is expected that taking into consideration the current COVID-19 situation, the selected firm will abide by the necessary precautionary measures and guidelines while implementing the training plan and work on online model of training (if necessary) in order to impart effective training and capacity building output over thematic areas described under table 1. This capacity building exercise is expected to contribute directly to the UKHFWS efforts aimed at improving compliance to the latest guidelines as per concerned authority.

Depending upon the roles of different healthcare worker categories, the said capacity building activity is expected to entail a specific mix of some or all the following details depending upon the work profile of targeted health facility staffs: content detail, training materials, case studies/examples, as well as the format of delivery. It should also include a list of intended trainees and agencies/stakeholders to be targeted under each training topic. Design the content and format for each of the topics provided below to be covered by the program. The capacity building effort for each topic is expected to provide in-depth and practical knowledge and information to participants as per the table below.

**Table 3: List of overall scope of services including staff, objective, and content under the consultancy**

Staff to be trained under training	Objective	Suggested Contents to be emphasized
<b>I. Project Management Strategic and Coordinated Planning, Monitoring, Reporting, HR management</b>		
<b>State Administration, CMO, ACOMO, administrative officers, MOs, DPOs, DPMs, Nurses, Pharmacists, FLWs</b>	<b>Instill key program and project planning techniques</b>	<ul style="list-style-type: none"> <li>• Introduction to project cycle management and project monitoring</li> <li>• Project identification &amp; formulation</li> <li>• Approaches to project planning</li> <li>• Participatory techniques</li> <li>• Stakeholder analysis and interventions</li> <li>• Working with the Logical Framework Approach</li> <li>• Project documentation and reporting, Effective report writing</li> <li>• Analysis of numerical data</li> <li>• Contingency plans</li> <li>• Work plans (1-3 months), Operational plans (6-12 months), programmatic and financial services</li> </ul>
<b>II. Liaising and Communication Skills</b>		
<b>CMO, ACOMO, administrative officers, DPM, MO, Nurse, Technicians, Pharmacists, FLWS, ASHAs</b>	<b>Instill key communication and liasoning techniques</b>	<ul style="list-style-type: none"> <li>• Interpersonal communication</li> <li>• How to put across one's points briefly</li> <li>• Does not use complex terminology to refrain from confusing the other stakeholders</li> <li>• Uses appropriate grammar and language when communicating with others</li> <li>• Break down explanations of complex processes, rules into everyday situations to engage listeners</li> <li>• Speak at an appropriate speed, volume, tone and pitch to communicate the idea effectively to the audience</li> <li>• Connecting with stakeholders to nurture relationships over time to build trust and to develop a basis for future interactions.</li> </ul>

Staff to be trained under training	Objective	Suggested Contents to be emphasized
<b>III. Leadership, Motivation and Teamwork Skills</b>		
<p align="center"><b>CMO, ACO, administrative officers, DPM, MOs, Nurses, Pharmacists, ANMs</b></p>	<p align="center"><b>Provide skills and techniques to develop team, increase motivation, manage organizational change, and understand and communicate with people</b></p>	<ul style="list-style-type: none"> <li>• Management and leadership (and their difference)</li> <li>• Leadership styles: from vision to implementation</li> <li>• Developing, communicating and implementing the vision-building capability</li> <li>• Matching staff capability to facility needs</li> <li>• Influencing skills and techniques</li> <li>• Matching influencing to target audience</li> <li>• Building trust and action planning</li> <li>• Building and sustaining high performing teams</li> <li>• Managing change effectively</li> <li>• Introducing and sustaining organizational change effectively</li> <li>• Conflict Management</li> </ul>
<b>IV Medico-Legal Practices</b>		
<p align="center"><b>MOs, Nurses, Pharmacists, ANMs</b></p>	<p align="center"><b>Instill basic program and project planning techniques</b></p>	<ul style="list-style-type: none"> <li>• Reporting of accidents and police cases</li> <li>• Medico Legal examination</li> <li>• Post mortem examination guidelines (Rules for CMOs, Directions for preserving and packing Viscera, etc.)</li> <li>• Instructions for the guidance of MOs regarding Medico Legal Work and Expert Professional Opinion</li> <li>• Medical negligence Syn. Mal Practice</li> <li>• Contractual relation between Doctor and Patient</li> <li>• Preparation of medico legal reports in different situation and police formalities</li> <li>• Issuing Death Certificate</li> </ul>
<b>V Quality of Care</b>		
<p align="center"><b>CMO, ACO, administrative officers, DPM, MOs, Nurses, Pharmacists, Medical Technicians, FLWs, GDA</b></p>	<p align="center"><b>Instill knowledge of quality of care, including QA protocols and procedures</b></p>	<ul style="list-style-type: none"> <li>• Overview of quality of care as a health system performance measure</li> <li>• Framework of Quality of Care (Lancet Commission)</li> </ul>

Staff to be trained under training	Objective	Suggested Contents to be emphasized
		<ul style="list-style-type: none"> <li>• Snapshot of quality of care in Uttarakhand – policies, programs, challenges, priorities (including data overview)</li> <li>• Quality of care interventions</li> <li>• Measuring quality of care</li> <li>• Understanding Quality Assurance</li> <li>• The Organisational Structures (structures, stakeholders, etc.)</li> <li>• The Process of Implementation</li> </ul>
<b>VI Disaster Preparedness &amp; Response</b>		
<p><b>MOs, Nurses, Pharmacists, Medical Technicians, FLWs, GDA</b></p>	<p><b>Instill basic programme and project planning techniques</b></p>	<ul style="list-style-type: none"> <li>• Types of Disasters</li> <li>• Phases of Disaster Management</li> <li>• Key Components of effective emergency management plan</li> <li>• State Emergency Management Authority &amp; Executive Committee</li> <li>• Obligation of Health Department as per clause 30 of the Disaster Management Act</li> <li>• Development of Disaster Management Plan by Health Department under section 40 of the Act</li> <li>• Preparing Disaster Response Plan</li> <li>• Preparedness Checklist for public health department</li> </ul>
<b>VII Finance and Budgeting</b>		
<p><b>Accounts Officers, Programme Managers and Administrators</b></p>	<p><b>Instill basic programme and project planning techniques</b></p>	<ul style="list-style-type: none"> <li>• Overview of budgeting in government, including key concepts and who does what in the government of Uttarakhand</li> <li>• Functioning and basic rules of Treasury</li> <li>• Keeping accounts</li> <li>• Financial planning</li> <li>• Financial monitoring</li> <li>• Internal control</li> </ul>

The selected firm is expected to design appropriate capacity building programs based on the above training needs for each worker category shown in Table-2. Training sessions are expected to be scheduled and implemented in a manner that ensures full coverage of entire healthcare facility staff all over the state of Uttarakhand.

The selected firm is expected to set up local coordination office[s] at appropriate location[s] in Uttarakhand and post appropriate resident staffs till completion of the capacity building activity in consultation with UKHSDP.

### **5. Tasks to be Undertaken**

The Training is expected to be carried out at Regional, District and Block Levels; however, in case physical training is not feasible due to COVID-19 pandemic, virtual training options should also be explored. There are 2 Regions [Kumaon and Garhwal], 13 Districts and 95 Blocks in the State of Uttarakhand. The training duration and the batch size should not exceed as mentioned in table 1 above to maximize the benefits of the training.

The cadre of trainees can broadly be categorized into the following 4 categories:

- a) Medical Officers/Chief Medical Offices/Superintendents [CMOs]/CMS
- b) Nursing Staff
- c) Other Paramedical Staff
- d) Support Staff
- e) State and District Program Managers, Administrators, Account officers

The tasks to be undertaken by the Consultant in consultation with the Project Implementation Team [PIT] of the UKHFWS include but are not limited to the following:

- Classification of health workers working in various healthcare facilities in Uttarakhand into congruous groups/categories and establish specific training needs in context of primary health care for each group/category.
- Preparing dedicated training curriculum and training methodology for all identified groups/categories of healthcare workers.
- Preparing appropriate training kits/manual[s]/literature/handouts for distribution amongst participants.
- Organizing appropriate human resource to function as training faculty for the entire training period.
- Preparing a Training Plan comprising of a detailed Training Calendar for scheduling trainings of different healthcare worker categories such that the entire activity can be completed within the stipulated period of 24months.

- Organizing, scheduling and conducting trainings as per the Training Calendar. This includes all aspects in relation to the trainings including arrangement of training venues, logistic arrangements for faculty, coordination with the respective Health Facilities for ensuring attendance of their staffs, etc. The UKHSDP will strive to facilitate the training including facilitating the process of identification and arrangement of the venue of the trainings at Block level, however the selected agency will need to make arrangements for identifying appropriate venue of the training at Regional and District Level.
- Collecting and documenting information on trainings conducted and trainee feedback from all trainings
- Certificate for participation pre and post-test of all persons trained
- Preparing consolidated report on the conduction of training, analyzing feedback and giving future directions.

## 6. Duration of Assignment

The expected duration of the assignment is 24 months from date of contract signature. The performance of the Consultant will be formally evaluated after 6 months to assess if the Consultant's contract should be continued or not. (Please see table 1)

## 7. Deliverables and Time Schedule for Completion of Tasks

The selected firm shall submit the following reports on deliverables as per table below to UKHFWS as per timelines stipulated below:

<b>S. No.</b>	<b>Description of Deliverable</b>	<b>Proposed Timeline</b>	<b>Payment as % of Contract Value</b>
1.	Submission of the Inception Report acceptable to the Client	Within 2 Weeks of Contract Signature	5
2.	Submission of Monthly progress report	To be submitted on regular basis by first week of each Month	
3.	Submission and acceptance by the client of the field-tested training modules for each category of trainee in English and Hindi	Within 2 months from acceptance by the Client of Inception Report	15
4.	Physical/Virtual Orientation of CMOs and CMS at Zonal HQ Level	Within 6 weeks of acceptance by the Client of Field-Tested Training Modules by the Client	This is a mandatory step between

<b>S. No.</b>	<b>Description of Deliverable</b>	<b>Proposed Timeline</b>	<b>Payment as % of Contract Value</b>
			deliverables at S. Nos. 3 and 4.
5.	Submission of Completion Report on Each Training of 4 Districts with at least 90 % participants across all categories of Trainees	Within 6 months of contract signature date and its acceptance by the Client	20% of the respective training cost
6.	Submission of Completion Report on Each Training of another 3 Districts with at least 90 % participants across all categories of Trainees	Within 12 months of contract signature date and its acceptance by the Client	15% of the respective training cost
7.	Submission of Completion Report on Each Training of another 3 Districts with at least 90 % participants across all categories of Trainees	Within 18 months of contract signature date and its acceptance by the Client	15% of the respective training cost
8.	Submission of Completion Report on Each Training of another 3 Districts with at least 90 % participants across all categories of Trainees	Within 20 months of contract signature date and its acceptance by the Client	15% of the respective training cost
9.	Submission of Completion Report on Each Training the Balance/Remaining participants with at least 90% across all categories of Trainees and Final Completion Report Acceptable to the Client	Within 24 months of contract signature date and its acceptance by the Client	15% of the respective training cost

## **8. Team Composition and Desired Minimum Qualification and Experience of Key Experts**

UKHFWS will assess the demonstrated experience and capacity of interested consulting firms applying for this assignment. The assignment requires a firm with experience/background in the areas of [i] health care training; [ii] health consultancy; and [iii] program planning, budgeting and monitoring consultancy etc.

The selected firm will be expected to deploy sufficient amount of manpower required to successfully deliver the tasks. An indicative manpower requirement for the assignment of entire 24 months must include key and non-key experts of suitable qualifications and experience for the key positions tabulated below.

While evaluating Technical proposals, CVs of the Key Experts proposed by the Consultant will be evaluated with respect to the indicative qualification and experience specified for each position in the above Table 5.

**Table 4 Minimum Qualifications Desired and Indicative Experience of Key Experts**

S. No.	Key Position and Number	Desired Role	Minimum Qualification and Desired Professional Experience	Estimated person Months
K1	<b>Team Leader</b> <b>[1 No]</b>	The person will have the overall responsibility of ensuring quality, timeliness and for ensuring satisfactory completion of deliverables within stipulated timelines	S/he should be at least a post-graduate like Public Health//Hospital Management/ Social Work or equivalent discipline with at least 10 years' overall experience, 5 years of which should be in strategic health trainings.  Specialization or extensive practical experience in training related to health sector will be a desirable qualification. A diploma or degree in Management is desirable.	2
K2	<b>Training Technical Specialist</b> <b>[2 Nos]</b>	These persons will be responsible for preparation and field testing of standardized training modules, supervising and ensuring timeliness and quality of technical content of all trainings	They should be a post-graduate in Public Health/ Hospital Administration program planning, budgeting and monitoring or equivalent discipline with at least 5 years' overall experience including experience in health/medical trainings	24 cumulative for both key positions
K3.	<b>Capacity Building Specialist</b>	This person will be responsible for developing and	The person should be a post-graduate in management/public health/ medical allied fields or in	42 person-months

S. No.	Key Position and Number	Desired Role	Minimum Qualification and Desired Professional Experience	Estimated person Months
	<b>[7 Nos]</b>	monitoring of training calendar, training Regional Trainers and District Level Trainers, preparing formats for evaluation of training, Preparation completion report on each training conducted for each cadre of staff across districts and blocks, and providing guidance to Regional Training Coordinators	any allied discipline(Please check table 1-core areas of specialization).  Experience: At least 5 years' proven experience in Capacity Building, having planned, designed, organized, undertaken and coordinated at least 3 large-scale capacity building initiatives involving more than 3,000 trainees. Experience in training related to health sector will be desirable.	cumulative for both
	<b>10</b>			68 Persons man-months

**Table 5 Minimum Qualification Desired and Indicative Experience of Non-Key Experts**

S. No.	Key Position and Number	Desired Role	Minimum Qualification and Desired Professional Experience	Estimated Person Months
NK1	<b>Regional Training Coordinators [2Nos]</b>  <b>Note: required only for</b>	These persons will be managing and organizing logistics of trainings under the guidance of Capacity	They should be graduates in any discipline with at least 2 years' experience in organizing and coordinating Capacity Building activities involving more than 1,000 trainees	42 cumulative for all

	<b>physical mode of training</b>	Building Specialist		
NK2	<b>Master Trainers (14)]</b>	These persons will responsible for conducting training for all cadres at all levels	They should be a post-graduate in program planning, budgeting and monitoring or equivalent discipline with at least 3 years' overall experience including in training related to health sector.  Experience securing NABH accreditation for hospitals is desirable.	112 cumulative for all
Total	<b>16</b>			154 persons man-months

## Reporting Progress

The selected firm needs to submit progress reports to the UKHFWS as follows:

- (a) **Inception Report [IR]:** The IR shall inter alia include approach to the assignment, objectives, classification of health workers working in various healthcare facilities in Uttarakhand into congruous groups/categories and establish specific training needs for each group/category. This will also include training methodology for all identified groups/categories of healthcare workers and work plans in respect of each activity, schedule of activities, detailed time-task –schedule listing all tasks, and mobilization plan.
- (b) **Monthly Reports [MR]:** The MR shall be submitted by end of first week of every month from contract signing. The MR shall include, inter alia, progress of work, tasks undertaken, partial results, meetings, workshops and training events held, training evaluation sheets, planning of activities for next quarter, updated works schedule and staff mobilization plan, difficulties encountered, assistance required. Progress in physical and financial terms shall also be covered.
- (c) **Final Report:** The completion report of the consultant will provide the details of overall work progress, work undertaken evaluation of training and final documentations.

## 9. Client's Input and facilities to be made available to the consultant by the client:

The GoUK (PIT UKHSDP) will provide the list of Trainees with details such as name, contact number, email address, location, etc. and facilitate/arrange the meetings/consultations with government counterparts and health care facilities in-charge, and will coordinate with the Block level to facilitate training on the proposed training date as per the training calendar.

## 10. Composition of Review Committee to Monitor Consultants Work

Joint Director (Health System Strengthening) PIT of the UKHFWS will monitor and coordinate the training activities of the selected consultant. JD HSS will closely follow up with the Consultant and provide necessary guidance during the assignment. JD HSS will provide all the necessary support to the Consultant and ensure access to relevant stakeholders. This support includes provision of relevant information and documents, facilitation of contact, enterprises and other stakeholders, and organization of meetings.

## 11. Copyright

All materials and documentation during the assignment will be the sole property of UKHFWS.

### Annexure I

Existing clinical skill trainings<sup>2</sup>conducted by the state government

Sl. No.	Training Particulars	Sl. No.	Training Particulars
	<b>Maternal Health Trainings</b>		<b>Child Health Trainings</b>
1	Maternal Death Review	1	IMNCI
2	Onsite monitoring delivery points /Nursing institutions/ Nursing school	2	Orientation on IDCF/ARI (Pneumonia)
3	TOT for skill Lab	3	6 weeks training at State Nodal Center
4	Training at skill Lab	4	Orientation on activities on vitamin A supplementation and Anemia Mukta Bharat Programme
5	TOT for SBA	5	Child Death review training
6	Training of staff Nurses/ ANMs/ LHV in SBA	6	Provision for State & District level (Training and workshop)
7	TOT for EMOC	7	TOT on IMNCI (pre service- in service)

<sup>2</sup> The state government, through it various technical agencies and directorates, continues to provide clinical training programs. The TNA has identified some areas of improvements in these clinical trainings as well; however, those will be addressed separately through technical agencies and directorates and is not part of this TOR.

<b>Sl. No.</b>	<b>Training Particulars</b>	<b>Sl. No.</b>	<b>Training Particulars</b>
8	Training of Medical Officer in EMOC	8	IMNCI training for AMN/LHVs
9	TOT for Anaesthesia skills training	9	TOT on F-IMNCI
10	Training of medical officer in life saving Anaesthesia skills	10	F-IMNCI training for Medical Officer
11	Training of Medical Officers in ATLS/BLS Trg.	11	F-IMNCI training for Staff Nurse
12	TOT for safe abortion services	12	Training on Facility based management of service acute malnutrition(including refresher)
13	Training of medical officers in safe abortion	13	TOT for NSSK
14	TOT for RTI/STI training	14	NSSK training for Medical Officers
15	Training of laboratory technicians in RTI/STI	15	NSSK training for SNs
16	Training on ANM/Staff nurses in RTI/STI	16	NSSK training for ANMs
17	Training on Medical Officer in RTI/STI	17	4 days training for facility based newborn care
18	TOT for BMOC training	18	2 weeks observer ship for facility based newborn care
19	BMOC training for Mos/LMOs	19	4 Days training for IYCF for Mos, SNs, ANMs, all DPs, and SCs
20	DAKSHATA training	20	Orientation on National Deworming Day
21	TOT for DAKSHATA	21	TOT (MO, SN) For family participatory Care (KMC)
22	Onsite Monitoring for DAKSHATA	22	Training for family participatory care (KMC)
23	Lakshaya training /workshops	23	Newborn Stabilization training package for Medical Officer and Staff Nurses
24	Training for Mos/SNs	24	Other Child Health Training
25	Onsite Monitoring at delivery points	25	NRC (Nutritional Rehabilitation Center Training)

Sl. No.	Training Particulars	Sl. No.	Training Particulars
26	Training of Nurse Practitioners in midwifery		<b>Adolescent Health Trainings</b>
27	Other maternal health training	1	Dissemination workshop under RKSK
	<b>Family Planning Training</b>	2	TOT for Adolescent friendly Health service Trainings
1	Orientation/ review of ANM/AWW as applicable for New Scheme, FP-LMIS, New contraceptives, post-partum and post abortion, family planning scheme for home delivery of contraceptive (HDC), Ensuring spacing at birth (ESB {wherever applicable}, pregnancy testing kits(ptk)	3	AFHS training of Medical Officers
2	Dissemination of FP manuals and guidelines (workshop only)	4	AFHS training of ANM/LHV/MPW
3	TOT on laparoscopic sterilization	5	Training of AH counsellors
4	Laparoscopic sterilization training for doctors (team of doctors, SN and OT assistant)	6	Training of Peer educators (District level)
5	Refresher training on laparoscopic sterilization	7	Training of Peer educators (Block level)
6	TOT on minilap	8	Training of Peer educators (Sub Block level)
7	Minilap training for medical officer	9	WIFS training (District)
8	Refresher training on Minilap Sterilization	10	WIFS training (block)
	<b>TOT on NSV</b>	11	MHS Training (District)
9	NSV training of Mos	12	MHS Training (block)
10	Refresher Training on NSV sterilization		<b>Programme Management Training (e.g. M&amp;E, Logistics Management, HRD, etc.)</b>
11	TOT (IUCD insertion training)	1	Training of SPMU Staff
12	Training on Medical officer (IUCD insertion training)	2	Other Training

Sl. No.	Training Particulars	Sl. No.	Training Particulars
13	Training of AYUSH doctors (IUCD insertion training)		<b>Intensification of School Health Activities</b>
14	Training of Nurse (Staff Nurse/LHV/ANM) (IUCD insertion training)	1	Training of Master trainers at district and block level
15	TOT (PPIUCD insertion training)	2	Training of two nodal teachers per school
16	Training of Medical officers (PPIUCD insertion training)	3	Any other
17	Training of AYUSH doctors (PPIUCD insertion training)		<b>Account Training</b>
18	Training of Nurse (Staff Nurse/LHV/ANM) (PPIUCD insertion training)	1	Public Finance Management (PFMS) Training for Accounts personnel
19	Training for post abortion family planning		<b>RBSK Trainings</b>
20	Training of RMNCH+A/FP Counsellors	1	RBSK Trainings- trainings of mobile health team-technical and managerial (5 days)
21	TOT (Injectable Contraceptive Trainings)	2	RBSK DEIC Staff Training (15 Days)
22	Training of Medical Officers (injectable Contraceptive Trainings)	3	One Day orientation for MO/ other staff Delivery points (RBSK trainings)
23	Training of AYUSH Doctors (Injectable Contraceptive Trainings)	4	Training/ Refresher training - ANM (one day) (RBSK trainings)
24	Training of Nurse (Staff Nurse/LHV/ANM) (Injectable Contraceptive Trainings)	5	Other RBSK training
25	Training of Logistic Personnel on injectable Contraceptive		<b>Training for Blood Services &amp; Disorder</b>
26	Oral Pills Trainings	1	Blood bank/blood storage Unit (BSU) training
27	Contraceptive update seminar/ meeting	2	Training for Haemoglobino-pathies
28	FP-LMIS Trainings	3	Any other
29	Other Family Planning Trainings		<b>Training under NVBDCP</b>

Sl. No.	Training Particulars	Sl. No.	Training Particulars
	<b>Training under NPPCD</b>	1	Training / capacity building (Malaria)
1	Training at District Hospital	2	Training /workshop (Dengue ad Chikungunia)
2	Training of PHC medical officer, Nurse, Paramedical workers& other health Staff under NPPC	3	Capacity building (AES/JE)
3	Any other	4	Training specific for JE prevention and management
	<b>Training under NPPCF</b>	5	Other Charges for Training/workshop meeting (AES/ JE)
1	Training of medical and paramedical personal at district level under NPPCF	6	Training / sensitization of district level officers on ELF and drug distributors including peripheral health workers (AES/JE)
2	Any other	7	Training under MVCR
	<b>Training under Routine Immunization</b>	8	Any other
1	Training under Immunization		<b>Training under NLEP</b>
2	Any other	1	Capacity building under NLEP
	<b>Training under IDSP</b>	2	Any other
1	Medical Officer (1 day)		<b>Training under RNTCP</b>
2	Medical collage doctor (1day)	1	Training under RNTCP
3	Hospital Pharmacists/Nurses Training (1 day)	2	CME (Medical Collage)
4	Lab Technicians (3 days)	3	Any other
5	Data managers (2 days)		<b>Training under NPCB</b>
6	Data entry Operations cum Accountant (2 days)	1	Training of PMOA under NPCB
7	ASHA & MPWS, AWW & community volunteers (1 day)	2	Any other

Sl. No.	Training Particulars	Sl. No.	Training Particulars
8	One day training for data entry and analysis for block Health Team (including block programming manager)		<b>Training under NMHP</b>
9	Any other	1	Training of PHC medical officers, Nurses, Paramedical workers & other health Staff working under NMHP
	<b>PMU Training</b>	2	Any other
1	Training on Finance		<b>Training under NPHCE</b>
2	Training in on HR	1	Training of Doctors and Staff from CHC and PHC under NPHCE
3	Any other	2	Training per CHC under NPHCE
	<b>Training of DPMSU</b>	3	Training per PHC under NPHCE (IEC to be budgeted)
1	Training on Finance	4	Any other
2	Training on HR		<b>Training under NTCP</b>
3	Any other	1	Training for district Tobacco Control Center
	<b>Training of BPMSU</b>	2	Orientation of stakeholder organization
1	Training on Finance	3	Training of Health Professionals
2	Training on HR/	4	Orientation of Law enforcers
3	Any other	5	Other training /orientation -sessions incorporated in other trainings
	<b>PNDT Training</b>		<b>Training for State Tobacco Control Centre</b>
1	PC/PNDT training	1	State Level Advocacy Workshop
2	Any other	2	Training of Trainers, Refresher Trainings
	<b>ASHA Facilitators/ ARC Trainings</b>	3	Training on Tobacco cessation for health care providers
1	Training of District Trainers	4	Law enforces training / sensitization programme

Sl. No.	Training Particulars	Sl. No.	Training Particulars
2	Capacity Building of ASHA Resource Center	5	Any other
3	HR at State Level (PM & HR only)		<b>Training under NPCDCS</b>
4	HR at District Level (PM & HR only)	1	State NCD cell
5	HR at Block Level	2	District NCD cell
6	Any other	3	Training for Universal Screening for NCDs
	<b>Training on Outreach Services</b>	4	Any other
1	Trainings / orientation (MMU)		<b>Any other Trainings</b>
2	Trainings / orientation (MMV)	1	PGDHM Courses
3	Trainings / orientation (Ambulance)	2	Training (Implementation of Clinical Establishment Act)
4	Any other	3	Promotional Training of ANMs to lady health visitor, etc.
	<b>Training under AYUSH</b>	4	Training of ANMs, Staff Nurses, AWW, AWs
1	Training under AYUSH		<b>IMEP Training</b>
2	Any other	1	TOT on IMEP
	<b>Quality Assurance Trainings</b>	2	IMEP training for State and district programme managers
1	Quality Assurance Training	3	IMEP training for medical officers
2	Miscellaneous Activities	4	Other
3	Kayakalp Training		<b>Trainings for Health &amp; Wellness centre (H &amp; WC)</b>
4	Any Other	1	Bridge Course/ Training on the Standard Treatment protocols
	<b>HMIS/MCTS Training</b>	2	Multi-skilling of ANMs ASHA, MPW
1	Training cum review meeting for HMIS & MCTS state level	3	BSc Community Health/Bridge Course for MLPs for CPHC
2	Training cum review meeting for HMIS & MCTS district level	4	Any other

<b>Sl. No.</b>	<b>Training Particulars</b>	<b>Sl. No.</b>	<b>Training Particulars</b>
3	Training cum review meeting for HMIS & MCTS at Block Level		
4	Any other		