

# REQUEST FOR EXPRESSIONS OF INTEREST

## CONDUCTING TRAINING NEEDS ASSESSMENT (TNA) OF STAFF OF DEPARTMENT OF MEDICAL HEALTH AND FAMILY WELFARE, GOVERNMENT OF UTTARAKHAND (GoUK)

UNDER

### UTTARAKHAND HEALTH SYSTEMS DEVELOPMENT PROJECT

#### **India**

*Uttarakhand Health Systems Development Project (UKHSDP)*

Loan No./Credit No./Grant No.: 148531

#### **Assignment Title:**

Conducting Training Needs Assessment (TNA) of Staff of Department of Medical health and Family Welfare, GoUK

#### **Reference No:**

UKHSDP/2018-19/Training/TNA/229

### **Background and Introduction**

Uttarakhand Health Systems Strengthening 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 financed by the World Bank 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 would focus 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.

GoUK has received financing from the International Development Association (the "Bank") for an amount equivalent to US\$ 100,000,000 ("Credit"), towards the cost of the Uttarakhand Health Systems Development Project, and intends to apply a portion of

the proceeds of this Credit to eligible payments for consultancy services for Conducting Gap Analysis of Five Health facilities for Entry Level NABH Standards in Uttarakhand. Payments by the Bank will be made only at the request of the Authority and upon approval by the Bank, and will be subject, in all respects, to the terms and conditions of the financing agreement executed between the Government of India and the Bank (“**Financing Agreement**”).

Project is to be implemented over six years with total cost of USD 125 Million, out of which the World Bank will provide financial support of USD 100 Million. The project has two components as follows: 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.

Training and capacity building is at the core of the second component of UKHSDP, the project will support various trainings, which are likely to include but not limited to the following:

- Training on Primary care
- Training on Quality of care
- Training on integrated model of care
- Training on Trauma & NCD care
- Training to SDRF on health response at disaster situation
- Training on Infection control & Bio-medical waste management
- Training in healthcare administration and management
- Training in supportive supervision and mentoring
- Training on Accounts, Office related matters to Medical Officers and clerical staff
- PG specialization training for medical officers from recognized institutes
- Any other trainings as per the requirements/local needs

However, before any trainings are provided, the government would like to conduct a training needs assessment for various categories of staff (including healthcare providers) before rolling-out training programs. With this in mind, UKHSDP would like to hire an agency/firm to carry out a training needs assessment in the state.

## Objectives

The objectives of the assignment are to:

- a) Conduct a training needs assessment to identify the capacity building needs for different cadre of staff in the health sector. Training needs will be identified by administering situational and skill assessments. The assessment will be conducted for field staff (ANMs, ASHAs, Health Supervisors, MPWs etc.), health facility staff such as medical, paramedical staff, , and other staff of the Health Department
- b) Conduct needs assessment to conduct PG specialization training to medical officers and identify such institutes across India to fulfill gaps of specialists in Dept. of Health
- c) Review existing training programs and materials and identify gaps;
- d) Prepare a training strategy and a plan to meet the training needs of various categories of healthcare providers.
- e) Development of strategic framework for the implementation of training policy.

Tasks to be undertaken

The consultant will undertake the following specific tasks using consultative and participatory approaches and methods:

- Undertake a situational analysis of current status of training programs in the areas mentioned earlier and
- identify gaps in service provision
- Undertake a provider analysis focusing on knowledge, attitude, behavior and practice in health care service delivery
- Assess the capacity-building needs for each category of staff
- Identify required training and modes of training for category of staff needs (who, what training, how and when)
- Present the findings at a stakeholder workshop with the final outputs in the following thematic areas
  - Training need analysis
  - Quantification and prioritization of training needs
  - Strategic framework for implementation of training policy
  - Develop and Follow Up and Mentoring protocol for trainees.

- Listing of Identified trainings and tools thereof
- A training strategy and plan for the state

### **Plan of Work**

As part of the inception report, the agency shall provide a detailed mode of work, methodology, key information sources to be used, and institutions / organizations to be consulted in undertaking the task.

### **Methodology**

*All districts will be covered in the needs assessment. The sample size will be randomly and uniformly distributed across the state covering both hill and plain areas and will cover all categories of staff of department of health (A minimum of 10% of the in position strength ( depending on the tool) including but not limited to Swachak cum Chowkidar, Class four, Peon, Ward boy, Lab attendant, Operation Theatre attendant, Dark room assistant, HV Peon, ANM, Health Visitors, Health Supervisor (Male and Female) Nurse, Optometrist, X-Ray technician, Laboratory technician, Ministerial Staff/Clerical Staff, all Medical Officers and Public Health Managers. Among the selected sample at least 25% will be from the Sub Centers, 25% from the Primary Health Centers and 25% from the Community Health Centers and 25% from the District and Sub District Hospital.*

The suggested methodology that may be followed can include -:

- Consult existing studies and previous TNAs
- Facilitate meetings with Stakeholders and Dept's Officers for all relevant cadres and topical interest groups
- Design questionnaires and tools for surveys and reviews
- Data collection process through desk reviews, field and facility based interviews, Focus Group Discussions, Self assessment; Workshop/consultation among others
- Consolidate the findings with the Stakeholders and Dept's Officers
- Prepare recommendations pertaining to all functions and cadres
- Prepare TNA report and present and disseminate the findings

The training needs assessment will cover health system strengthening components including but not limited to Leadership for Community Health, Preventive Health, HMIS and Computer/IT Literacy, Using Information for Management, Personnel Management, Accounting and Health Care Administration Monitoring and Evaluation, Communication, Supportive Supervision, Medical Ethics, Primary care , Health Care Quality , Communication skills, Providing direct services, Advocating for individual and community needs, Providing culturally appropriate health services and health education, Informal counseling and social support, Trauma & NCD care, Emergency health response and Infection control & Bio-medical waste management .

Apart from the training needs assessment, the Scope of work of the agency will also include development /revision or adoption of the modules, packages and other tools for the identified trainings. Based on the above, capacity building activities (such as structured training programs, participation in workshops, e learning, on-site training, and on-the-job learning programs, etc.) will be designed and implemented with appropriate tailoring per group of trainees.

A detailed training plan will be prepared at the end of the assignment

Assessment shall include training needs assessment of each categories of staff, district specific, health facility specific assessment and broader health department’s training needs assessment. It is expected that the assessment will be undertaken in a highly participatory manner with detailed consultations at state level, district, sub district and local levels.

The agency will submit a detailed methodology and work plan incorporating above directions as part of their technical proposal submission

**Deliverables and Timelines: (Table1)**

SN	Deliverable	Broad Contents	Timeline
1	Inception Report and tool for ‘as-is’ assessment	Details of the proposed activities of the assignment along with timelines; draft tools for gap assessment; define structure for final gap report; and methodology	15working days from the signing of contract
2	‘As-is’ analysis of training and capacity building program in all	‘As-is’ analysis of each category of staff, district, health facility wise and broader depts. Specific assessment. A	60 days days of acceptance of of inception report and ‘as is’tools

	the districts of the state	Detailed presentation, and category wise 'as-is' report incorporating Govt.'s recommendation on inception report and tools.	
3	Draft Gap Analysis Report	This report shall incorporate govt. officials recommendations on 'As is' report. Draft report shall have separate section where development /revision or adoption of the modules, packages and other tools for the identified trainings	30 days after acceptance of as is analysis report
4	Final Gap Analysis Report	Submit final report along with a Power Point presentation on key highlights of the report including recommendations. This report shall incorporate recommendations from Govt. officials on draft report	15.days after acceptance of final gap analysis report.
5	Training plan/ strategy	Separate report containing details of training plan and strategy along with timelines and periodicity of training.	15 days after acceptance of final report

### Required Eligibility and Expertise

The following eligibility is required for any firm/agency to successfully carry out the assessment:

- The Firm should have at least 10 years of documented experience in organizing and managing trainings in the health sector
- Experience of conducting training needs assessments for health and social welfare domains for at least 5 years
- Current availability of key professionals with experience in training needs assessments for public health sector; the Firm/agency's team on this project should have a minimum of the following staff
  - Team leader: a master's degree in Health, Public Health or Health Management studies with an experience of 10-15 years
  - Health specialist: a master's degree in Health, Public Health or Health Management studies with an experience of 5-7 years
  - Research officer (as needed): a master's degree in Statistics, Public Health or Health Management studies with an experience of 5-7 years
  - Field Investigators (As per need) : Graduate with 3 years experience

## **Duration of the assignment**

The duration of the consultancy shall not exceed six months from the date of signing of contract. Timelines are provided in Table 1.

## **Review & Monitoring**

The performance of the Consultancy/ Firm/ Agency will be assessed on the basis of agreed deliverables. The Consultancy/ Firm/ Agency will prepare detailed action plan for the assignment and share it with UKHSDP. A joint fortnightly review mechanism will be put in place and represented by officials and Consultancy/ Firm/ Agency from UKHSDP. In case, UKHSDP has any suggestion/recommendations related to the assignment deliverables, it will inform the agency in writing. The Consultancy/ Firm/ Agency will comply with the recommendations made by UKHSDP and complete the assignment accordingly at no additional cost. If there are any grievances for any party, it must be shared with other party in writing.

### **Review Committee will be comprised of the following members:**

Project Director /Additional Project Director, UKHSDP

Joint Director, HSS UKHSDP

Assistant Director Procurement, UKHSDP

Any other official designated by Project Director

## **Acceptance Criteria for Deliverables**

For each deliverable, the following questions will need to be answered so as to determine the **content acceptance criteria**:

- (a) Are the deliverables clearly written or presented?
- (b) Are the deliverables at the appropriate and agreed upon level of detail?
- (c) Are the deliverables written or presented for UKHSDP?
- (d) Are the deliverables' content relevant for the topic matter, and can it clearly be understood?

## **How to Submit Proposals**

Interested eligible consultancies may obtain further information from Uttarakhand Health & Family Welfare Society (UKHFWS) website and inspect the Bidding Documents available at <https://uktenders.gov.in/nicgep/app> till 16th August 2018.

All eligible bidders are required to submit proposals along with documents establishing their eligibility online through e-procurement portal. **Proposals submitted in any other form will not be accepted.** Bidders are required to obtain id and Digital Signature Certificate (DSC) from the designated firms (details available on e-procurement portal) and then register with the Government of Uttarakhand e-procurement portal and submit proposals using their ID and DSC. Detailed Terms of Reference for consultancies can be found on following links

[https://www.ukhfw.org/details.php?pgID=qu\\_7907](https://www.ukhfw.org/details.php?pgID=qu_7907)

<http://uktenders.gov.in/nicgep/app>