

TERMS OF REFERENCE

for a

Twinning Partnership to Strengthen the Human Resource Capacity of the Ethiopian Pharmaceutical Supply Services (EPSS) to Improve Pharmacy Supply Chain Management

KEY DATES

Issue Date	June 27, 2024
Expression of Interest Due	July 3, 2024 (11:59 p.m. EST)
Full Proposal Due	July 10, 2024 (12:00 p.m. EST)
Anticipated Notice of Award	August 1, 2014

Solicitation Summary

The [American International Health Alliance](#) (AIHA) is seeking an institutional twinning partner to work with the [Ethiopian Pharmaceuticals Supply Service](#) (EPSS) – specifically its Human Resource Administration and Development Directorate – to strengthen and expand human resources staff capacity and processes within the context of supply chain management. This partnership will be part of a larger capacity-building project being implemented by AIHA. [Click here](#) to learn more.

The organization selected for this twinning partnership is expected to have significant relevant experience and expertise, as well as a willingness to openly share their knowledge, best practices, and lessons learned with the EPSS team. Over the course of one year, the partners will work together as peers to adapt, develop, and introduce new concepts, policies, and procedures, while also building the knowledge and skills of EPSS staff.

The objectives of this twinning partnership will include building the capacity of the EPSS human resources staff within the supply chain, focusing on skills development, process improvement initiatives, and the adoption of advanced technologies and tools that can optimize HR processes. Through cross-cultural exchanges of ideas and experiences, the partnership is expected to contribute to the professional growth of individuals, organizational development, and the overall enhancement of human resources management practices.

Why Twinning?

Twinning is a development vehicle that creates a learning partnership linking two or more similar organizations as a way to transfer knowledge. Long-term twinning has some advantages over typical capacity-building interventions because it tends to be more focused on operations, mentoring, and other tailored assistance versus training courses that tend to be shorter in duration, theoretical, and one-size-fits-all. The added value of long-term peer-to-peer institutional relationships is to draw on relevant experiences from different organizations, countries, and regions with peers coming together to empower one another and implement meaningful, sustainable change. AIHA has been one of the world's foremost proponents of twinning since 1992.

Expected attributes of the selected twinning partner organization will include:

- A. Successfully implementing effective, efficient HR practices – preferably within the pharmaceutical and/or supply chain field
- B. Willingness to share their HRM best practices in the form of documented knowledge transfer
- C. Demonstrated best practices of HR communications, HR automation, talent management, HRM analysis, and best practices in employee engagement

Scope of Work

The proposed twinning partnership linking the EPSS HRM Directorate with another institution or institutions focuses on the sharing of best experiences regarding all relevant organizational HR functions. This includes policy and strategy, recruitment and selection process, HR administration, developing and administering compensation and benefits, managing training and career development, managing employee performance evaluation processes, and occupational health and safety issues. The twinning partnership will involve both the central EPSS office in Addis Ababa and its regional hubs. Note: travel by the partner institution staff will only be in Addis Ababa.

ROLES AND RESPONSIBILITY OF THE TWINNING PARTNERS

1. Twinning Partner

- Sign prepared MOU
- Appoint an internal focal person who has an adequate amount of time set aside to lead and assume responsibility for the twinning project
- Work with EPSS to create a one-year plan for HR knowledge transfer and capacity building
- Engage other staff with HR, administration, and supply chain skills, making them available as needed
- Provide feedback on EPSS' current practices and recommend improvements
- Share their best practices, including culture and key success factors that can be adapted to the Ethiopian context
- Provide recommendations to scale up the best practices

2. EPSS Human Resource Directorate

- Sign prepared MOU
- Appoint an internal focal person who has an adequate amount of time set aside to lead and assume responsibility for the twinning project
- Make other staff available as needed
- Select appropriate initiatives to capture the experience of the twinning institution's best practices
- Create awareness for the directorates and hubs on the twinning relationship
- Scale up the best practices shared from the twinning institution/s
- Develop a system to ensure the sustainability of lessons learned
- Prepare report and feedback and submit to AIHA

3. American International Health Alliance (AIHA)

- Provide financial support for experience sharing
- Facilitate bridging of EPSS HR directorate and the selected twinning partner
- Prepare MOU on the twinning initiatives and project
- Monitor and provide feedback to sustain the twinning initiatives
- Provide administrative and logistical services
- Prepare the contractual agreement as applicable

Key Deliverables and Programmatic

At minimum, the twinning partner will provide the EPSS HRM Directorate the following:

- One year plan of action
- Documented information or analysis report that reveals HRM best practices and overview of organizational culture and key success factors
- Documented information on lessons learned through each twinning session
- Collected copy of materials used for collaborative and any documentation during the knowledge exchange sessions

- Document outlining a sustainability plan for the continued integration and enhancement of best practices within EPSS's HRM department upon conclusion of the twinning initiative
- Detailed report on twinning partner staff site visits to Addis Ababa, including documenting observations, key lessons learned, and potential areas for implementation within EPSS
- Documentation of implementation of lessons learned
- Report on the impact of the twinning program by conducting impact assessment at the end or between program implementation

Timetable of Activities & Outputs

Activities and Outputs	Estimated number of working days to complete	Due date (based on an August 1 start)
1. Twinning Program Implementation Plan		
A. A well-defined twinning implementation plan detailing the one-year schedule and activities for knowledge exchange such as workshops, seminars, webinars, and collaborative projects. The action plan can be adjusted throughout the year and will include an Excel table for the tracking of activities, due dates, people responsible, status (completed, ongoing, delayed, cancelled, etc.).	15	15-Sep
2. Benchmarking and Implementation of Best Practices		
A. Conduct benchmarking exercises to assess the current state of HRM practices within EPSS and compare them with best practices. The output consists of the documentation of the benchmarking exercise.	15	31-Oct
B. Develop EPSS action plan outlining the steps EPSS will take to implement the identified best practices within its HRM department, with timelines and responsible parties. The EPSS action plan will include an Excel table for the tracking of activities, due dates, people responsible, status (completed, ongoing, delayed, cancelled, etc.).	5	15-Nov
C. Provide implementation support to the EPSS team, helping them as questions and challenges arise during implementation. Provide accountability meetings and give feedback on implementation progress. Output consists of documentation of meetings and updating of the Excel tracking table.	10	Until end of project
D. Site visits to EPSS to provide hands-on assistance and in-person mentoring. The output consists of detailed site visit reports documenting observations, key lessons learned, and potential areas for implementation within EPSS	30	Through project as mutually agreed upon

Additional Documentation		
A. Documented report or analysis that reveals the twinned HRM best practice, organizational culture, and key success factors.	5	End of project
B. Document outlining a sustainability plan for the continued integration and enhancement of best practices within EPSS HRM department after the conclusion of the twinning partnership.	20	30-Jun
C. Knowledge exchange session materials used for collaborative and any documentation during the knowledge exchange sessions	2	30-Jun

Proposal Submission

Interested parties are invited to submit a brief **Expression of Interest** to the AIHA team listed below by July 3, 2024 at 11:59 p.m. EST.

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Full Proposal Packages must be submitted by July 10, 2024 at 12:00 p.m. EST and must include the following documents:

1. **Proposal Narrative** including sections for background, suggested approach and methodology, and monitoring and evaluation plan. The proposal narrative shall not exceed five (5) pages. Although not required, the following administrative documents may be included in the proposal narrative file and will not count toward the 5-page limit: 1) Table of Contents; 2) Cover or Title Page; and 3) Acronym or Abbreviation List. All other content included in the proposal narrative file will count toward the 5-page limit.
2. **Budget in Excel** in free format
3. **Brief Budget Narrative**

Cost sharing or matching funds are not required for this project. Although no statutory matching requirement for this TOR exists, leveraging other resources and related ongoing efforts to promote sustainability is strongly encouraged.

Complete applications will be reviewed for responsiveness by the AIHA team and evaluated by the AIHA and EPSS. AIHA hopes to make an award by August 1, 2024.