Request for Tender (RFT)

Business Assessment for COSECSA (College of Surgeons of East, Central and Southern Africa)

14th February 2019
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Background and Context

COSECSA

Established in 1999, the College of Surgeons of East, Central and Southern Africa (COSECSA) is an independent, not for profit body that fosters postgraduate education in surgery and provides surgical training throughout the region of East, Central and Southern Africa.

COSECSA’s primary objective is to advance education, training, standards, research & practice in surgical care in this region. COSECSA delivers a common surgical training programme with a common examination and an internationally recognised surgical qualification. Admission to the College is open to all registered medical practitioners who comply with the professional requirements.

COSECSA currently has 14 member countries (See Appendix I). The key governance structure in COSECSA is its Council, whose primary responsibility is to oversee the activities of the organisation. The Council elects an Executive Committee to manage the affairs of the College. A professional Secretariat, under the leadership of the CEO, looks after the day-to-day administration of the college. The college’s headquarters and the Secretariat are based in the East, Central and Southern African (ECSA) Health Community building in Arusha, Tanzania. COSECSA is a constituent college of the ECSA College of Health Sciences.

As at 4th January 2019, COSECSA has graduated 346 specialist surgeons. The college has almost 600 trainees enrolled in its programmes across 17 countries. More than 100 hospitals across the region have been accredited by COSECSA as training sites.
RCSI/COSECSA Collaboration Programme

Since 2007, Royal College of Surgeons in Ireland (RCSI) and COSECSA have been working in partnership to increase the number of trained surgeons and improve the quality of surgical care in sub-Saharan Africa.

This Collaboration Programme between the two colleges is funded by the Irish public, through the State’s development arm, Irish Aid. It is governed by a Steering Committee which is 50% Irish-based and 50% African-based. The aim of the programme is to create a sustainable training institution which can rapidly increase the number of surgical specialists and improve surgical care in the region.

The Collaboration Programme is due to conclude in its current format and current budget on 31st December 2020. The 4-year phase (from 2017-2020) has two specific goals:

- Ensure the financial and operational sustainability of COSECSA
- Ensure the quality of the COSECSA training, examination and accreditation modal, and enhance the quality of surgical care and practice in the region
Purpose of this assessment

COSECSA wishes to reflect on its strategic objectives for the next phase of its development; develop a better understanding of the evolving external business environment in which it is operating; and undertake an objective appraisal of its internal organizational structure, capacity and capacity gaps for achieving its strategic objectives. This will assist the Executive in developing strategic objectives and capacity-building to ensure the College is well placed to strengthen its position as a Global Surgery leader in sub-Saharan Africa in future years.

In broad terms, COSECSA would like the proposed assessment to support COSECSA (the Council and constituent country bodies) to ask and answer the following questions:

- Does COSECSA have a set of coherent and achievable strategic goals, which reflect its strengths and potential, as it prepares for the next phase of its development – 2021-2026; and, to the extent it does not, how might COSECSA develop longer term strategic goals?
- What are the external factors, including the funding environment, that are most likely to help or hinder the College in achieving its current phase of activities; and for which it needs to be prepared in setting strategic goals for 2021-26?
- Internally, does COSECSA have the capacities and organizational structure to manage the external environment, including becoming a self-sustaining college, so as to achieve its strategic objectives; and – to the extent not – how does COSECSA need to evolve?
- What are the critical steps for COSECSA to take to successfully complete its current activities and plan for its next phase of development?

Key deliverables

This analysis should provide COSECSA with a succinct report that:

1. Summarizes possible strategic objectives for the next phase of COSECSA, as identified by its country members and key stakeholders; and mechanisms to agree these;
2. Identifies and analyses the external issues which are likely to impact on the achievement of COSECSA’s current phase of activities; and for which it needs to be prepared in setting strategic goals for 2021-2025.

3. Evaluates COSECSA’s constituent and organizational capacities, structures, strengths and weaknesses with a gap analysis conducted on key areas and recommendations for successfully completing its current activities and planning its next phase of development.

This report must include an Executive Summary of no more than 2 pages.

Scope and issues for analysis

In fulfilling the key deliverables, consideration should be given - but not be limited to - the following issues:

External

a. Market assessment of surgical trainees and exam candidates in Sub-Saharan Africa (SSA) at present and potential for growth; COSECSA’s market share of same

b. Recent developments and/or innovations in surgical training models in SSA, and allied education and training providers, including among established actors and new entrants

c. Political, economic and legal factors which may or may not be evidenced in national and regional education and health plans

d. Funding landscape for surgery and health in SSA, including public and donor funding

Internal

e. COSECSA’s operating and business capacity; ability to scale

f. COSECSA’s financial strength relative to other actors

g. COSECSA’s fee structures

h. COSECSA’s corporate governance and management processes

i. COSECSA as a constituent college of ECSA

Objective comparisons with similar/competitor/allied organizations in the region may be included in the methodology.
**Timeframe**

It is anticipated that the fulfilment of the work required for the Key Deliverables will take up to 26 consultant days. It is expected that a contract will be awarded in March 2019. The work must be completed by 30th June 2019.

As part of the process, the successful candidate will be expected to attend some of the sessions of the COSECSA regional meeting which will be held in Namibia from 28-31st March 2019. The exact days of attendance to be agreed with the successful candidate. The purpose of attendance at this meeting would be for the consultant to observe and gain insight the governance-level workings of COSECSA and the RCS/COSECSA Collaboration Programme. The consultant may wish to arrange to speak with participants individually or in a group session as well, this to be arranged. Travel to and attendance at the meeting in Namibia should be considered in the 26 days. COSECSA will make arrangements and cover costs of travel and accommodation for the consultant to attend this meeting. Any other expected expenses should be included in the budget.

The successful candidate may be required to present his/her completed report to at a COSECSA Executive or Council meeting after 30th June 2019 in one of the COSECSA member countries. In such case, COSECSA will seek to provide as much notice of date and location as possible. 4 days (in addition to/above the 26) should be added to the budget for preparing, travelling to and presenting at such a meeting. COSECSA will make arrangements and cover costs of travel and accommodation for the consultant to attend and present at the meeting. Any other expected expenses associated with attending this meeting should be reflected in the budget.

**Competencies and experienced required**

Candidates for this contract are expected to demonstrate the following experience and competencies:

- A track record in business and market analysis for colleges or training bodies in Sub-Saharan Africa
- A track record of organizational assessment for non-profit bodies, ideally in the education sector in Sub-Saharan Africa
• Experience in financial assessments and financial scenario planning for non-profit organizations, ideally in the education sector in Sub-Saharan Africa
• Familiarity with the non-profit environment in Sub-Saharan Africa, both at national and regional levels
• Familiarity with public-private partnerships in Sub-Saharan Africa
• Excellent communications skills - written, oral, presentation - and the ability to deploy these effectively in cross-cultural settings
• Ability to produce jargon-free, concisely-written documents

Experience in any or all of the following areas in addition to the experience and competencies above would be advantageous: surgical training; e-learning; institutional capacity building in Sub-Saharan Africa; organizational restructuring in non-profits; business planning for non-profits.

Tender Proposals and Evaluation Criteria

Tenders should include:
• An outline of the proposed approach and methodology to address the terms of reference outlined above
• A budget of the estimated cost, the estimated number of days and a timeframe for the completion of the deliverables
• CVs of relevant personnel

Tenders will be evaluated on the following basis:

<table>
<thead>
<tr>
<th>Evaluation Criteria</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Quality of proposal, including methodology</td>
<td>35%</td>
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<tr>
<td>Experience and skills of team/individual</td>
<td>35%</td>
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<tr>
<td>Ability to meet timescale</td>
<td>10%</td>
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<tr>
<td>Cost</td>
<td>20%</td>
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</tbody>
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Tenders should be sent to ceo@cosecsa.org by 8th March 2019.
Appendix I

**COSECSA member countries**

Botswana
Burundi
Ethiopia
Kenya
Malawi
Mozambique
Namibia
Rwanda
South Sudan
Sudan
Tanzania
Uganda
Zambia
Zimbabwe

(as at 4th January 2019)