Terms of References for freelance consultants

Only consultants/companies from East-African region are eligible.

Terms of Reference for freelance consultant (specialization: public health, hospital management, financial and strategic planning, market research) in the area of business plan containing a capacity assessment, market study, financial plan, governance review of CoRSU hospital, feasibility study for CoRSU hospital rehabilitation center

The consultant reports to: CBM Country Office Uganda

1. Background and rationale

CBM is a Christian international development organization, committed to improving the quality of life of people with disabilities in the poorest communities of the world irrespective of race, gender or religious belief.

Disability-Inclusive Development is the framework of all our initiatives and the key theme which drives our activities and the impact of our work. We believe that this is the most effective way to bring positive change to the lives of people with disabilities living in poverty and their communities. Through our Disability-Inclusive Development approach, we address the barriers that hinder access and participation and actively seek to ensure the full participation of people with disabilities as empowered self-advocates in all development and emergency response processes.

CBM is a long-standing and one of the main supporters of CoRSU (Comprehensive Rehabilitation services for People with Disabilities Uganda) hospital since its establishment in 2006 until today.

CoRSU is a specialised Rehabilitation Hospital registered as an NGO (S.5914/6411) and a company limited by guarantee (83070) which offers medical rehabilitation services to Persons with Disability, especially children. CoRSU was established in 2006, encouraged and supported by Christian Blind Mission (CBM) with the main aim of expanding and improving the comprehensive rehabilitation services for children with disability in Uganda and within the East African region.

About 40% of CoRSU hospital's income is provided via funding of CBM (ref 2018 and 2019 annual budgets). CoRSU management has recently reviewed internal processes and has been able to increase its income due to improving processes. Furthermore, a costing study was done and new prices for services based on the costing study will gradually be introduced in 2019 and 2020.
CBM – Country Office Uganda / business planning rehabilitation services

CoRSU has submitted a concept note to CBM to establish a new rehabilitation center. The aim is to combine the existing therapy services (physiotherapy, occupational therapy, speech and language therapy) and the orthopaedic workshop in a new building with more space to improve workflows, treatment capacity, accessibility and the quality of services.

CBM is interested in funding the construction, equipment and training of staff of the new rehabilitation center. While financing the construction is a two to three-year investment, operating and properly maintaining it in the long run will add costs to the hospital’s operational budget. And CBM does not want to increase CoRSU’s dependency on donor funding.

Furthermore, more service providers exist (CURE hospital in Mbale; private services in Kampala) and are being established, e.g. the new Entebbe Centre of Excellence in Paediatric Surgery; set up of small physio centers within private hospital and private clinics with complimentary and with competing services which might have mixed effects on CoRSU’s patient flow and thus income.

To get a better understanding of the potential development of CoRSU hospital and to get an understanding of potential problems or risks CBM would like to get information on the market for rehabilitation services of CoRSU hospital.

Based on that information together with staff capacity and required staffing and infrastructure (space and equipment), CBM would like to commission a feasibility study for the proposed rehabilitation center.

As funding dependency and operational costs are an important issue for CoRSU and for CBM, CBM will additionally commission the development of a financial plan for CoRSU for the timeframe of 2020 – 2025 to understand income by sources and expenditures. As a follow up to a partner assessment done in 2017 CBM will also commission a review of the governance structure and processes of CoRSU hospital.

Based on the reports mentioned above (capacity assessment, market study, financial plan, governance review of CoRSU hospital, feasibility study for proposed CoRSU hospital rehabilitation center) the consultant shall as main deliverable develop a business plan for CoRSU hospital. This business plan will help CoRSU hospital’s management in its strategic planning and CBM in its funding decisions.

2. Purpose/ overall objective

With a business plan of CoRSU hospital, CBM has received the necessary information for deciding the scope of its investment in CoRSU until 2025 and in the proposed new rehabilitation center.
3. Expected results and specific objectives

Prepare a business plan for CoRSU hospital for the period of 2020-2025 including the following reports:

a. Capacity Assessment of CoRSU hospital including (but not limited to) the following components
   I. CoRSU hospital treatment capacity and numbers
   II. Required staffing and organizational chart
   III. Necessary IT systems, HMIS or ERP

b. Market Analysis for CoRSU hospital including (but not limited to) the following components
   I. Market description, size with treatment types, treatment demand, treatment numbers
   II. Mapping of service providers within the sector vis-à-vis market saturation and opportunities for collaboration
   III. Market trends in service delivery, potential for sports medicine
   IV. Effects of costing exercise and new pricing structure of CoRSU hospital in terms of accessibility and affordability, service delivery, partnerships and internal revenue
   V. Potential focus areas for CoRSU hospital to position itself in the market

c. Feasibility study for the proposed rehabilitation center of CoRSU hospital including (but not limited to) the following components
   I. Existing market for rehabilitation services, see also under b)
   II. Design and options, feedback on
   III. Schedule and timeline
   IV. Project financials and procurement
   V. Annual revenue from the new structure and Break-even period
   VI. Findings and recommendations

d. Financial plan of CoRSU hospital for the timeframe of 2020 – 2025 including (but not limited to) the following components
   I. Review of liquidity and cash flow positions today
   II. Fixed costs for managing new investment (rehab center)
   III. Annual expenses from 2020 to 2025
      i. Personnel
      ii. Consumables
      iii. Equipment
      iv. Administration
      v. Infrastructure, maintenance and property
      vi. Debts
      vii. Other expenses
   IV. Income by source from 2020 to 2025
      viii. Fees
      ix. CBM grants/donations
      x. Other grants/donations
      xi. Interest
      xii. Other income
   V. Structural data and key ratios supporting the assumptions of the financial plan, including at least
      xiii. Number of patients / number of treatments / capacity, broken down for key areas of the hospital
      xiv. Staff numbers, broken down for key areas of the hospital
CBM – Country Office Uganda / business planning rehabilitation services

xv. Working capital
VI. Planned investments
VII. Liquidity, financial debts and cash flow
e. Review of the governance structure and risk management of CoRSU hospital including (but not limited to) the following components
   I. Governance requirements
   II. Structure
   III. Oversight responsibilities
   IV. Policies and procedures
   V. Risk management framework (Risks and opportunities)
   VI. Findings and recommendations

**Deliverables** are
a. an inception report including the consultant’s understanding of the issue to be addressed in the business plan and the methodology. This will be presented to CBM Uganda, CBM Italy and Germany during an online meeting and in the form of an inception report.
b. A draft business plan for CoRSU hospital including (but not limited to) the following components
   o a capacity assessment of CoRSU hospital,
   o a market analysis for rehabilitation services offered by CoRSU hospital,
   o a feasibility study for sustaining the proposed rehabilitation center
   o a financial viability plan of CoRSU hospital for the timeframe of 2020 – 2025,
   o a report on the governance structure of CoRSU hospital,
c. A business plan for CoRSU hospital including (but not limited to) the following components
   o a capacity assessment of CoRSU hospital,
   o a market analysis for rehabilitation services offered by CoRSU hospital,
   o a feasibility study for sustaining the proposed rehabilitation center
   o a financial viability plan of CoRSU hospital for the timeframe of 2020 – 2025,
   o a report on the governance structure of CoRSU hospital.

**Methodology:**
- Desk review of documents, incl. CoRSU annual reports, CoRSU audit reports, CoRSU costing exercise report, CoRSU services catalogue and treatment numbers, CBM planning documents, CBM partner assessment for CoRSU 2017
- A brief survey with CoRSU staff and management regarding main challenges and potential
- Stakeholder interviews with Ministry of Health, CoRSU management, CBM advisor Michiel Steenbeek, CBM country director Jackie Kwesiga, management of CURE hospital and of Entebbe Centre of Excellence in Paediatric Surgery, private service providers, a Disabled People’s Organisation representative, other funders in the region
- In line with best practice for disability inclusive development, a disability lens should be applied for all components of the study.
**Timeframe:**
Four months from February to May 2020 with submission of final and approved reports by May 29, 2020.
Duration: 40 days total

<table>
<thead>
<tr>
<th>Time (by...)</th>
<th>Item</th>
</tr>
</thead>
<tbody>
<tr>
<td>9 Dec 2019</td>
<td>Release Date of ToR</td>
</tr>
<tr>
<td>3 Jan 2020</td>
<td>Request for Proposals Close</td>
</tr>
<tr>
<td>24 Jan 2020</td>
<td>Notification of selected consultants</td>
</tr>
<tr>
<td>29 Jan 2020</td>
<td>Signing of Contract</td>
</tr>
<tr>
<td>3 Feb 2020</td>
<td>Presentation &amp; Orientation meeting with CBM &amp; CoRSU (online)</td>
</tr>
<tr>
<td>17 Feb 2020</td>
<td>Inception report submitted</td>
</tr>
<tr>
<td>4 May 2020</td>
<td>Draft business plan with 5 components presented and circulated</td>
</tr>
<tr>
<td>18 May 2020</td>
<td>Feedback on draft business plan to consultants</td>
</tr>
<tr>
<td>29 May 2020</td>
<td>Final business plan submitted</td>
</tr>
</tbody>
</table>

4. **Place /location of service delivered**

Home based and Kampala, Uganda

5. **Who accesses deliverables of the consultancy and who benefits from the results**

- CBM country office Uganda, CBM member associations for financial planning and decision making on rehab center proposal
- CoRSU hospital management for business planning

6. **Required Expert Profile:**

Only consultants/companies from East-African region are eligible.

The team is required to be comprised of members with the following expertise:

- advanced degrees in (health) economics, business management, hospital management or related discipline,
- a minimum of 6 years’ experience in public health, hospital management,
- a minimum of 6 years’ experience in financial and strategic planning, preferably with health facilities,
- a minimum of 6 years’ experience in market research,
- a minimum of 5 years of relevant work experience in Uganda or in the region
- excellent knowledge of Uganda and of the public health sector of Uganda,
- excellent writing and communication skills in English,
- Experience in and knowledge of rehabilitation services, disability inclusive development and gender
- strong interpersonal skills and the ability to communicate and work well with diverse people.
7. Proposals, required information

Interested consultants are required to submit their proposal containing as minimum the following information:

I. Company profile including name, registration number, address, contact details, date of corporation

II. Experience, team: CBM wishes to assess the existing knowledge and experience of the company and the proposed team members who will undertake the assignment.
   a. Prior business planning and other relevant assignments
   b. Experience of team members with CVs
   c. Team members, their roles and anticipated hours / percentage of total effort
   d. Referees for stated experience of company

III. Methodology: What methods and instruments will you use to fulfil the assignment?

IV. Timeline and availability: Include an outline of the assignment and confirm that your team members will be available during the time of the assignment.

V. Financial proposal: Outline the budget for the assignment including logistics. What are the daily rates for the different team members?

Please send the proposal via email to info.uganda@cbm.org until January 3rd 2020.

8. Project management, roles and responsibilities

The consultants shall be responsible for delivering all reports. The consultants will be contracted by the CBM country office Uganda. The consultants will report to the CBM steering committee comprised of CBM Uganda country director Jackie Kwesiga, CBM technical advisor Michiel Steenbeek, project manager CBM Italy and project manager CBM Germany.

The consultants cooperate closely with CoRSU hospital and the respective line departments.