



## **Activity-Based Costing and Management (ABC/M) Terms of Reference And RFP for the Local Collaborating Institution (LCI) in Botswana**

### **1. Background**

The Analytics for Advancing the Financial Sustainability of the HIV/AIDS Response (AFS) project is supporting the implementation of an Activity-Based Costing and Management (ABC/M) study in Botswana of selected HIV, Tuberculosis (TB), Antenatal Care (ANC), and noncommunicable disease (NCD) services. Given the uncertainty around the existing financial landscape for health services in Botswana, the ABC/M activity will be particularly useful in helping to better understand resource use and cost data and to make more cost-effective decisions regarding the provision of these services. Policymakers and partners involved in funding and managing HIV and other essential health programs have a need for current information on how costs, financing, utilization, and performance of different patterns of preventive, promotive, and curative health service delivery vary and the factors that affect them. To meet that need, AFS will work with national and district-level stakeholders in Botswana to fulfil the objectives described below.

### **2. Objectives of the Assignment**

The main objective for the ABC/M application in Botswana is to gather information regarding the costs and resources used to provide select services at above-site, facility, and community levels. This information will then be used to support the Government of Botswana to make data-informed decisions to effectively allocate resources, improve monitoring efforts, and increase efficiency in service delivery. As part of this ABC/M application, a local collaborating institution (LCI) will be contracted and will, with the support of AFS, meet the following objectives:

- Help stakeholders identify the costs and resources used for selected HIV, TB, ANC, and NCD service provision.
- Support the goal of moving the Government of Botswana and its in-country partners toward higher levels of country ownership and sustainability of selected HIV, TB, ANC, and NCD services.

### **3. Technical Focus Areas**

The LCI will support planning and implementation of the ABC/M study. The expected overall duration of this assignment is 6-8 months. The ABC/M methodology is designed to calculate unit costs for delivery of services using a time-driven activity-based costing approach at the facility level, expenditure and output analysis at the community level, and an allocative approach for above-site costs of certain health areas. These methods require:

- Key informant interviews with program managers and service providers in each of the selected health facilities to understand the flow of funds, treatment pathways, and program management structures as well as to develop a care delivery value chain and process maps for included services.
- Primary data collection over a 3-5-month period (on site for 8 hours per day) to collect:
  - Time-motion tracking of the patient experience and client exit interviews.

- Resources and supplies available and used over the course of observation.
- Patient profile forms that include information on services provided and medicines dispensed by providers.
- Facility-level costs.
- Secondary data collection for facility-based community-level outreach programs in the catchment areas of sampled facilities and at the national level.
- Secondary data collection for program above-site costs.

#### **4. Responsibilities of the LCI**

The LCI will play a critical role in the design, implementation, and analysis of ABC/M in Botswana. Responsibilities of the LCI will include:

- Study Preparation and Design
  - Adapt the study tools and develop an inception report describing in detail the activity implementation plan, study methods, and study logistics plan including roles and responsibilities of each study member and time duration. AFS will provide the specific questionnaire and data collection forms in English to the LCI.
  - Develop Standard Operating Procedures (SOPs) for data collection and submit the SOPs to AFS for review and approval.
  - With final approval from AFS, identify facilities and facility-based community-level outreach programs that will be included in this study.
  - With final approval from AFS, develop an activity implementation work plan and manage the logistics of the data collection teams.
- Support IRB and Government Approvals for Research
  - Finalize the protocol and other IRB materials and submit the IRB for approval. Maintain constant communication with AFS on the progress.
  - Support processes needed for IRB approvals required locally, including maintaining contact with the IRB panels, to assure rapid processing of IRB requests.
  - Maintain communication with local national and regional authorities to achieve all required ethical approvals. AFS must approve any written documentation before submission to any authorities.
- Field Work Recruitment, Training, and Preparations
  - Recruit field Supervisors and Research Associates, establishing focal staff for each service point.
  - Pay research training cost, including cost of research associates, travel, fieldwork, all supplies/equipment needed for data collection, and training.
  - Ensure that Research Associates and senior staff complete data collection training.
  - Prepare training materials and venue for training of the field supervisors and research

assistants.

- Ensure data collectors complete an ethics training that provides guidance on privacy and confidentiality of potential participants, participatory stigma-reduction exercises, and supportive interviewing practices. The ethics training should provide certificates that can be verified.
- Test/pilot functionality of all the data collection instruments at 2-3 sites, communicating all questions, concerns, and problems with AFS and retesting solutions prior to field implementation.
- Reproduce and distribute data collection instruments, ensuring all client-facing documents and interview materials (e.g., consent form, exit interview questions) are translated into local languages.
- Liaise with the necessary authorities to ensure that all local facilities are aware of the data collection visits and will make the necessary staff and clients available during each visit.
- Ensure that Research Associates have needed introduction letters for each facility visited and have proper identification badges.
- Field Work Implementation and Oversight
  - Conduct all field work and data collection, including key informant interviews with providers, the shadowing of clients, process mapping of actual service delivery, client exit interviews, etc.
  - Conduct national normative process mapping based on key informant interviews and focus group discussions with key stakeholders.
  - Collecting above-site and facility-based community-level outreach program data/information with guidance from MOHW and AFS.
  - Pay for all fieldwork costs, including hotels, per diem, and travel as applicable.
  - Manage per diems for data collectors complying with AFS and USAID regulations.
  - Manage the travel of data collection teams, including managing and paying for rental vehicles, airfares, etc.
  - Assign research associates to sites and/or communities where data collection will occur. Follow the logistics plan contained within the ABC/M implementation plan developed during the study preparation and design to have teams travel to each location.
  - Supervise the data collection process, including assigning a field supervisor for each cluster of sites to oversee the day-to-day data collection process and having a lead researcher or senior research assistant supervise the data collection teams.
- Study Management
  - Review all data collected daily, including monitoring the quality of data collected from sites, correcting any errors identified, communicating with the field study team on any discrepancies and timely correction of any errors to ensure data quality. The LCI will also communicate with AFS on a weekly basis during data collection to discuss any errors or problems identified, suggested improvements for data collection and quality, solutions to

problems encountered, etc.

- Ensure compliance to research ethics, confidentiality, and data security throughout the study period.
- Attend all country-led ABC/M Steering Committee meetings.
- Provide regular updates on the study to AFS including reporting ad hoc questions.
- Ensure that any changes or remedial action required addressing issues and incidents are discussed with AFS before being implemented.
- Data Input, Cleaning, and Analysis
  - Under the supervision of the data manager, ensure all data are entered into the selected software and reviewed and validated daily or any other agreed frequency.
  - Address any inconsistencies in data that may be identified by AFS.
  - Input, transmit, and store the data into an agreed-upon software package (e.g., Stata, Excel) and assure that all data entry has been reviewed, validated, and securely stored. Any inconsistencies in the data identified by AFS will need to be addressed by the LCI.
  - Participate in data analysis (including the determination of unit costs) and in production of preliminary results.
  - Ensure that a data transfer permit is provided by the Ethics Committee and ensure original datasets are handed over to AFS.
  - Provide AFS with clean datasets in the required format and provide AFS with all original data collected.
  - Ensure ethical compliance, confidentiality, and data security throughout the entire process.
- Research Dissemination
  - Facilitate and participate in the dissemination of all results, including making presentations where needed to the country-led Steering Committee or other appropriate fora.
  - Support the drafting of a final report by AFS, as needed.
  - Participate in 1-3 discussions related to ensuring the sustainability of ABC/M for future years.

## **5. The LCI Should Meet the Following Criteria**

- Registered as a local entity.
- Demonstrate institutional experience and success in the design, planning, and administration of large-scale costing exercises. The LCI must ensure the collection of high-quality data using rigorous methods and upholding standards for ethical research.
- Meet tight operational and timing specifications like those required for the costing exercise, including providing access to tablets for data collection if necessary.
- Demonstrate an ability to identify and select a pool of qualified research associates, team supervisors, and project leaders within a short timeframe and the capacity to plan logistics for

simultaneous data collection in multiple locations.

- Ability of key staff proposed to be mobilized and deployed quickly and efficiently.
- Availability of qualified staff to complete pre-data collection preparations including training as soon as the contract is finalized.
- Ability to train research associates and supervisors, and to mobilize and maintain personnel at the selected study sites for required periods, including ability to simultaneously manage multiple teams in multiple geographic locations in the field.
- Demonstrated ability to successfully monitor and assure quality of field work including completion of transfer of data files.
- Demonstrated ability to comprehensively clean data, provide a usable analytic dataset and produce a high-quality, comprehensive dataset codebook.
- Experience in report writing (both in English and relevant local languages).
- Capacity and experience in presenting results in high-level settings.

Organizations should submit a full technical and financial proposal for this work by the deadline of January 31, 2025 to:

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