



REQUEST FOR PROPOSALS

Time and Motion Study

National Health Systems Resource Centre, New Delhi
Ministry of Health and Family Welfare

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Section A: Invitation and Instructions for the RFP

A.1. Letter of Invitation

- a) National Health Systems Resource Centre (hereafter addressed as NHSRC) is interested in engaging an organization (hereafter addressed as “the agency”) for conducting a study across five states in India - **Time and Motion Study at Sub Centre-Health and Wellness Centre (SC-HWC) level**. This is a request for proposal (RFP) for agencies for this purpose.
- b) NHSRC invites technical and financial proposals (“Proposals”) from agencies (“Proposers”) for providing services as per Scope of Work described in Section C of this RFP document.
- c) Any contract that may result from this process will be issued for a term as per the schedule detailed in ‘Table 6: Schedule for deliverables and payment’ of this RFP document or till the completion of the work by the selected agency (“the Term”), whichever is later.
- d) NHSRC may extend the term of this engagement for further period (or periods) on mutual agreement of terms and conditions with the selected Proposer.
- e) The Proposals must be sent by the agency and received by the NHSRC on or before the Proposal submission closing date and time mentioned in the Schedule and Timelines section. Any proposals received past the deadline SHALL NOT be entertained.
- f) This RFP is open to all national agencies that are legally constituted, can provide requested services and have a valid registration in the country.
- g) The proposals may be submitted by a Joint Venture (JV) and the duly filled Joint venture Partner Information as per the format annexed in Section D. All parties to the JV shall be jointly and severally liable. Subletting of the proposals is not allowed.
The JV shall nominate a representative who shall have the authority to conduct all businesses for or on behalf of any and all the parties to the JV during the bidding process and in the event the JV is awarded the contract, during contract execution.
- h) The Agency should have a minimum turnover of Rs. 1 Crore every year for the last three financial years. Audited financial statement for last three years should be submitted as part of the Prequalification criteria of the Technical Proposal. In case segment wise result is not mentioned in the audited financial statement, a certificate to this effect may be enclosed from Company’s Chartered Accountant.

A.2. Schedule and Timelines

Table 1: Activity schedule

S.No.	Activity	Date	Time (IST)
1.	Issuance of RFP	15 th December 2022	
2.	Pre-Bid Meeting (Online)	23 rd December 2022	2 p.m.
3.	Submission of Password Protected Technical and Financial Proposals	5 th January 2023	
4.	Date of opening of Technical Proposal	6 th January 2023	11 a.m.
5.	Date of Presentation of Technical Proposal of shortlisted Agencies (Online)	16 th January 2023	10 a.m. onwards
6.	Date of opening of Financial Proposal	19 th January 2023	11 a.m.

The technical and financial proposal should be submitted in separate files, and all files should be password protected.

Procedure for Submission of the Proposal

Electronic format of all technical and financial proposals must be received by **5th January 2023** to rfp.hrhhpip@gmail.com. The technical proposal to be named as “**Part A- Technical proposal for Time Motion**”

Study- <Name of the Agency>” and the final proposal is to be named as “Part B- Financial proposal for Time Motion Study- <Name of the Agency>”. Please note that prices should not be indicated in the Technical Proposal. The subject line for the email is to be mentioned as “Submission of proposal for conducting Time Motion Study- <Name of the Agency>”

The password for the technical proposal is to be shared with the evaluation committee on the day of opening of the technical proposal, i.e., on 6th January 2023.

The password for the financial bid is to be shared by the shortlisted agencies on the day of opening of the financial bid i.e., on 19th January 2023.

A.3. Cost of Bid

The agency shall bear all costs associated with the preparation and submission of the proposal. The NHSRC shall not be liable for any such costs.

A.4. Format of Submission

The agency’s response should be structured in accordance with the requirements contained in the RFP and should align with each requirement of the RFP by cross-reference to the relevant section number.

The agency must submit the proposal submission form, Agency Identification form and format for the agency’s previous experience and clients as per the formats provided in Section D with the proposal.

A.5. Response Deadline

Submissions are due as set in the Section Schedule and Timelines above, provided however that, if the deadline set for submission is extended, the NHSRC will also specify the new date and hour for submission replacing the above deadline.

Any Agency or JV can submit the proposals only once. In the case of submission of multiple proposals, only the first submitted proposal shall be entertained.

Any submission received after expiry of the deadline referred in this RFP will not be considered.

A.6. Partial Responses

Partial proposals not meeting the requirements specified in this RFP will not be considered.

A.7. Clarification on RFP

Any questions arising during the preparation of the response to this RFP, or requests for clarification, may be directed to rfp.hrhhip@gmail.com with the subject line “Clarification for the RFP on Time Motion Study” (by 22nd December 2022) prior to the pre-bid meeting on 23rd December 2022.

Kindly communicate your interest for joining the pre-bid meeting on rfp.hrhhip@gmail.com with the subject line “Requesting link for Pre-Bid Meeting _RFP on Time Motion Study” (by 22nd December 2022) prior to the pre-bid meeting on 23rd December 2022. The email must entail the participant’s contact details (name, organisation’s name, email id and contact number) for the same.

A.8. Validity

The content and pricing of the submission must remain valid for 12 months from the date of submission.

A.9. Laws and Regulations

It is expected that all the agencies submitting the proposals adhere to the laws and regulations of the country.

A.10. General Conditions

- By submitting a proposal, the agency agrees to all the conditions and terms stated in this RFP.
- The working language for all communications (including supporting documents) shall be English.
- Except for this RFP and otherwise public information, information or communications obtained in relation to this RFP may not be released without the express written consent of the NHSRC.
- By responding to this RFP, applicants agree that the decision of NHSRC is final and binding, including any decision to withdraw this RFP or disqualify any proposal. The NHSRC shall not in any way be responsible for any costs incurred by the agency in the preparation or submission of the proposal.
- The NHSRC reserves the right to negotiate all terms and conditions in order to enter a formal contract with the agency, including regarding ultimate pricing. The ultimate decision regarding the awarding of a bid is subject to said negotiation. Inability to accept any required contractual term from NHSRC can result in disqualification of a proposal, without regard to any prior communication, shortlisting or process. This RFP document, the agency's response and written addenda may form part of the contract.
- The NHSRC is not bound to give any reason for rejecting any responses or part thereof. Unsolicited telephone calls or visits to NHSRC staff during the RFP process to obtain proposal status information are prohibited and may result in the agency being disqualified from the application process. News releases pertaining to this RFP, or the award of any contract related to this RFP may not be made without the prior written permission of NHSRC. All work and materials shall comply with all applicable laws, notably but not restricted to antitrust and other laws regulating competition that protect fair competition by prohibiting anti-competitive behaviour, of union and federal nature, municipal ordinances and regulations etc., as the case may be.
- The agency shall at all times act impartially and shall refrain from any relationship that would compromise its independence or that of its personnel. The agency **shall include a conflict-of-interest statement in its proposal.**
- All costs and prices shall be in Indian Rupee.

A.11. Jurisdiction and Arbitration

All disputes, if any, arising during the RFP process shall be resolved by arbitration. The arbitration shall be conducted in English language and the venue of arbitration shall be in New Delhi. The sole arbitrator will be appointed by Executive Director NHSRC, whose decision in this regard will be final and binding.

The parties hereby irrevocably consent to the sole jurisdiction of the Courts of Delhi only, in connection with any actions or proceedings arising out of or in relation to this RFP.

A.12. Disclaimer

The acceptance of a submission to this RFP is not to be construed as representing or creating any binding obligation on NHSRC to enter into any legal commitment whatsoever. Furthermore, awarding of contract shall be restricted to the task at hand and the NHSRC shall not be under any obligation to award any future contracts to the agency, except as otherwise formally agreed in with written and signed contractual agreement.

A.13. Usage of Data

The information and data generated during the course of this study shall solely be the intellectual property of the NHSRC and any publication whatsoever is strictly not allowed.

A.14. Termination

Even if the agency meets the qualifying criteria, the proposals can be rejected at a later date, or the award can be cancelled if any information provided is proven falsified at any point in time during the course of validity of this RFP.

Section B: Evaluation Process and Criteria

B.1. Preliminary screening and requirements

The proposals will be examined initially on their completeness and whether all the information sought by NHSRC has been provided or not.

For the preliminary screening, a profile of the agency not exceeding two pages must be submitted along with the agency's identification form as per the format provided in Annexure D.2.

B.2. Prequalification

All the proposals shall be evaluated on the criteria mentioned in Table 2 below.

Table 2: Prequalification Criteria for this RFP

Criteria	Weight
Experience in similar studies (qualitative studies) in public sector over the past five years	20%
Experience in similar studies (qualitative studies) in public health sector	5%
Experience in Time and Motion Studies in public sector	20%
Experience in Time and Motion Studies in public health sector	5%
Personnel Profile and experience in NPO, IDIs and FGDs	20%
Turnover of last three financial years	30%
Prequalifying criteria	100%

B.3. Evaluation Criteria- Part A and Part B

All the proposals qualifying the Prequalification stage shall be eligible for the evaluation Criteria of the Quality and Cost Based Selection (QCBS) with 70:30 ratio, as indicated below where 70% weightage will be given to technical score and 30% weightage to the financial score. For Part-A, i.e., the Technical Proposal, the agencies will be invited for a 10-minute presentation at the NHSRC Office.

Table 3: QCBS evaluation Criteria for this RFP

Criteria	Weight
Understanding of the study and data requirements	25%
Detailed Methodology devised for conducting the study	20%
Data Collection and Quality checks	25%
Part-A: Technical Proposal	70%
Financial proposal	30%
Part-B: Financial Proposal	30%

The evaluation committee will score each proposal and the agency with the highest combined score of the technical and financial proposal shall be awarded the contract. In case of a tie, higher Technical Score will be preferred.

Section C: Scope of Work

C.1. Background

Primary care in India has conventionally been more focussed on maternal and child health but with the advent of the new package of services under Ayushman Bharat-Health and Wellness Centres (AB-HWC), the purview has been significantly expanded to communicable and non-communicable diseases, mental health, elderly and palliative care etc. Thus, it is important to understand how the expansion of services has impacted the time and work distribution amongst all the human resources for health (HRH) of an AB-HWC, especially at the most foundational level i.e., Sub Centre-Health and Wellness Centre. It is also of great value to explore if there are variations as per the state contexts, or do the roles change among the team depending on the region and whether the guidelines are in congruence with such possible variations.

With this backdrop, a study has been envisaged to understand the time and work distribution of all the HRH at the Sub Centre-Health and Wellness Centre and explore various factors that potentially have an effect on the day-to-day work of the SC-HWC team.

The study aims to:

- understand and quantify the time utilization in all activities and work distribution of categories of Human Resources (HR) at SC-HWC level.
- understand the factors facilitating or hindering effective time utilization, basis job descriptions, disease burden of the region etc., and work distribution of all HR at SC-HWC level.
- understand the perspectives and explore the interactions and engagement of various categories of HR of other departments involved with SC-HWC team in any form.

C.2. Scope of Work

The section below provides the snapshot of the study design perceived by NHSRC. The agency with experience in such matters are expected to improvise the study design and may add a section on how the study can be improvised.

A qualitative study across 5 states to be conducted. The table indicates the region and state to be covered. Based on the inclusion criteria and sampling design, four facilities to be covered in each state, making a total of 20 facilities to be covered across the country.

Figure 1: Sample Selection Criteria

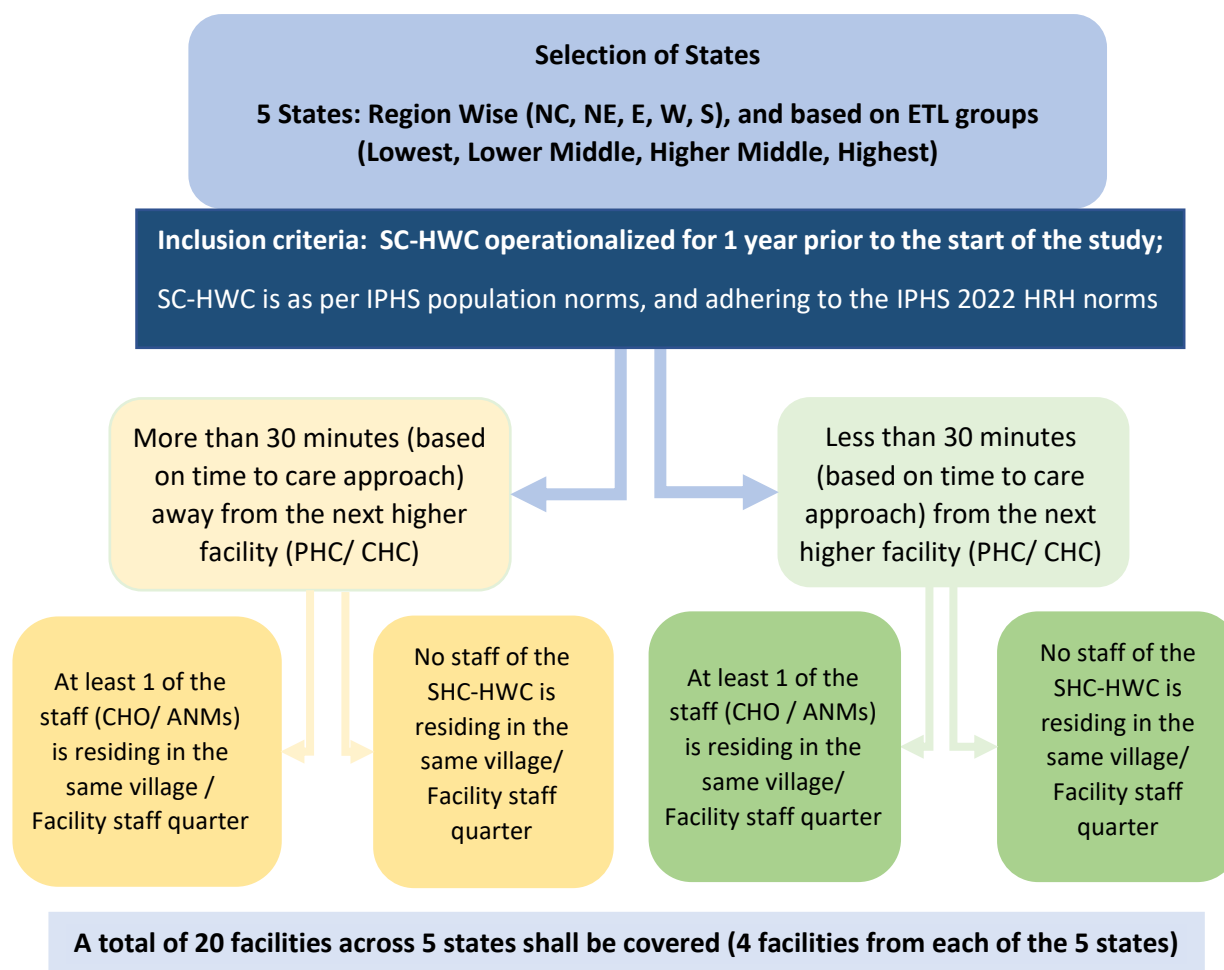


Table 4: Region and State wise facilities to be covered

Sr No.	Region	State	Number of Facilities
1	North and Centre	Madhya Pradesh	4
2	North-East	Tripura	4
3	East	Jharkhand	4
4	West	Maharashtra	4
5	South	Tamil Nadu	4
	Total	5 states	20 facilities

The data collection shall entail:

- Non-participatory Observation (NPO): Time and Motion Continuous observation method shall be adopted for 5 main categories of interest, namely CHO/ MLHP, ANM and MPW, ASHA and AWW. The method entails continuous shadowing, from the start of their workday, generally from their doorstep to the end of the work day.

In-Depth Interviews (IDIs)- IDIs shall be adopted to understand the factors facilitating or hindering effective time utilization and work distribution of the HRH, and the confluence of work with other categories of HR, in and outside of the health systems. Many categories of HR have been identified for IDIs (CHO/ MLHP, ANM and MPW, ASHA and AWW, CDPO, Anganwadi Sahayika, LHV, MO, PRI Member for health, Pradhan, STS, Peer

Support etc.), and the possibility of more engaged with the SC-HWC team shall remain open: Data driven sampling based on the evidence from literature and snowballing technique will be used to identify such other categories of HR.

- Focus Group Discussions (FGDs): Two FGDs (2 groups: 1 Male and 1 Female with all age groups) at the community level will be conducted to understand and explore the perceptions of the community regarding the service provisioning by the SC-HWC for the 12 packages.
- Checklist: A checklist based on the IPHS 2022 guidelines for resource mapping of the facilities visited shall also be taken up to ensure that the facility has all the enabling resources for its effective functioning.

Table 5: Tentative Plan for participants to be covered

Methods	Tentative number at each SC-HWC level	No. of Facilities (SC-HWC level)	No. of States	Total number to be conducted
NPO	9	4	5	180
IDI	12	4	5	240
FGD	2	4	5	40
Checklist	1	4	5	20

C.3. Data collection

A team of 5 will cover one facility in two weeks: 2 members will be in the facility and 3 in the field in the first week and in the next week 1 member in the facility, 3 in the field and 1 shall take up qualitative data collection in the form FGDs, IDIs. The HR to be observed would be shadowed for 6 continuous days and resource mapping may be done after the end of the workday.

Therefore, 4 facilities of a state shall take 8 weeks in total to finish. Raw data, notes and recordings are to be submitted by the data collectors at the end of each day.

Table 6: Tentative Number of Days and Personnel required for data collection

Total Days to cover each facility	12
Total Days to cover each state (All the 5 states will be covered simultaneously by different teams of 5)	48
Total personnel required for each facility*	5
Total Personnel required for the study (A team of 5 in each state)	25

*At least 1 personal in each team must have 5 years of experience, a big part of which should be related to data collection in health/ social sector. That person shall act as the team lead, undertake IDIs and FGDs and provide general support and supervision to the other team members.

C.4. Quality Control

The team to be engaged for data collection should be well-versed with the local language. The team leader and personnel engaged in writing the report must have good working knowledge of English.

C.5. Deliverables

The table below indicates the timeline and payment schedule for each deliverable for a state. The data collection process for all the states shall be done simultaneously as per the stipulated timeline:

Table 7: Schedule for deliverables and payment

Deliverable	Indicative Timeline	Payment [^]
Awarding the contract		
Letter of Acceptance		
Inception report including Data Collection Plan, Study tools, analysis framework and Structure of the Report	Within 15 days of offering the Letter of Acceptance	10%
Completion of data collection at 3 SC-HWC Level in each state	Within 30 days of initiation of data collection	40%
Completion of all data collection, Handover of all raw data, transcriptions, field notes and related information to the NHSRC*	Within 50 days of initiation of data collection	20%
Submission of the final study report	Within 25 days of completion of all data collection	30%

[^]Payments made shall be inclusive of all statutory deductions.

*All the field notes, transcriptions and related information shall be submitted to the NHSRC in completeness once all the data collection process has been completed.

The status of data collected for each day has to be submitted to NHSRC at the end of the working day. The data collected through NPO is to be submitted to NHSRC after the team completed data collection in a SC-HWC.

C.6. Agency's Proposal - RFP Questions

Please provide comprehensive responses to the following questions for the proposal to be deemed fit for evaluation along with relevant evidence. Please refer to the template provided in Section D- Annexure.

a) Experience in similar studies (qualitative studies) in public sector over the past five years - 20% weightage

Please describe, in a maximum of three pages the agency's previous experience in similar qualitative studies as per the format provided in Annexure D.4. For each of the study, please specify:

- A brief description
- Scope of the project
- Methods and Timeline
- List of deliverables submitted by the agency

b) Experience in similar studies (qualitative studies) in public health sector- 5% weightage

Please describe, in a maximum of three pages the agency's previous experience in similar qualitative studies as per the format provided in Annexure D.4. For each of the study, please specify:

- A brief description
- Scope of the project
- Methods and Timeline
- List of deliverables submitted by the agency

c) Experience in Time and Motion Studies in public sector -20% weightage

Please describe, in a maximum of three pages the agency's previous experience in Time and Motion studies as per the format provided in Annexure D.4. For each of the study, please specify:

- A brief description
- Scope of the project
- Methods and Timeline
- List of deliverables submitted by the agency

d) **Experience in Time and Motion Studies in public health sector- 5% weightage**

Please describe, in a maximum of three pages the agency's previous experience in Time and Motion studies as per the format provided in Annexure D.4. For each of the study, please specify:

- A brief description
- Scope of the project
- Methods and Timeline
- List of deliverables submitted by the agency

e) **Personnel Profile and experience in NPO, IDIs and FGDs - 20% weightage**

Please provide details about the potential personal to be engaged for the study/project and their experience with working in similar projects as per the format provided in Annexure D.5.

f) **Turnover of last three financial years- 30% weightage**

The agency must submit the Annual turnover of last three financial years (audited financial statement of last 3 years to be enclosed).

C.7. Expectations from the agency vis-à-vis the RFP

In response to this RFP:

- The agency has to submit a detailed proposal with budget.
- The agency should provide a comprehensive financial proposal for the study as per the format provided for price schedule (Annexed D.6). The proposed budget should be detailed across various facets, taxes and charges (if applicable): data collector fee, travel costs (intra state and intra district), contingency etc. No reimbursement of expenses related to the preparation of any proposal will be made by the NHSRC.
- The proposal should have details of proposed data collection team with CVs, proposed strategy to ensure quality of data collection, adherence to timelines etc.
- The proposal should also have the agency profile (not more than two pages), along with the agency's identification form (Annexed D.2).

Section D: Annexure

D.1. RFP Submission Form

To

Address

Dear Sir/ Madam

The undersigned, having read the solicitation documents of Request for **Proposal on** Time Motion Study - NHSRC/22-23/HRH/T&M/766, dated 15th December 2022, hereby offers to provide the services, in accordance with any specifications stated and subject to the Terms and Conditions stated in this document.

We agree to abide by this RFP for a period of 12 months from the date fixed for opening of proposals in the RFP, and may be accepted at any time before the expiration of that period.

We understand that you are not bound to accept any proposal you may receive and that a binding contract would result only after final negotiations and award of contract are concluded on the basis of the technical and financial proposals.

We, hereby, state that we have no conflict of interest towards submitting our proposals as for this RFP.

Dated _____

Signature and seal _____

Name:

Title:

Company:

Email ID:

D.2. Agency's Identification Form

Company/ Institution/ Name	
Address, City, Pin code, Country,	
Telephone/ Mobile	
Website	
Date of Establishment	
Legal Representative: Name, Surname, Position	
Legal Structure: Natural Person/ Co.Ltd. NGO/ Institution/ Other (please specify)	
Current Licenses, if any (with expiration date)	
Subsidiaries (please indicate names of subsidiaries and addresses, if relevant to the proposal)	
Country Representative: Name, Address, Phone	

D.3. Joint Venture Partner Information form

1. Agency's Legal Name:
2. JV's Party Legal Name:
3. JV's Party Year of Registration*:
4. JV's Party Legal Address:
5. JV's Party Representative Information <ul style="list-style-type: none">• Name:• Address:• Telephone/ Mobile:• Email ID:
6. Attached are the copies of original documents: (Tick marks the attached documents) <ul style="list-style-type: none">• Articles of Incorporation or Registration of firm names in 2. Above___• JV Agreement, or letter of intent to enter into such an agreement, signed by the legally authorised signatories of all the parties___

*Country of Registration must be India

D.4. Format for Agency’s Previous Experience and Clients

Sr. No.	Order No. & Date	Description	Client	Contact person, phone number, email address of client	Date of service		Contract Amount in INR	Satisfactory completion certificate attached (Yes/ No)
					From	To		
1.								
2.								
3.								

- Agency shall indicate the description of works provided to their clients, as indicated in Section C.6. Please indicate relevant contracts to the one requested in the RFP.
- To be attached: Documentary evidence (client’s letter or certificate) in support of satisfactory completion of above orders

Signature

Name and Title

Name of the company

Date

D.5. Personnel Profile and experience in NPO, IDIs and FGDs

Please provide all the following details in completeness:

A. General Details				
Name of the Personal				
Proposed Role/s in the study	Data Collector/ Team Leader/ Report Writer			
Current Employer				
Date of Birth				
Nationality				
Languages Known		Speak	Read	Write
B. Education				
Highest Degree attained (with percentage/CGPA)				
C. Employment Record				
From:	To:			
Employer				
Position held				
D. Work relevant to the current project that best illustrates the capacity to handle the assigned tasks				

D.6. Format for Price Schedule

*The following format is to be only filled as part of the Part-B: Financial Proposal

ITEM	DESCRIPTION	No. of units	Rate	Total
A. Professional Fee of the team to be engaged in the study (including data collectors and supervisors				
1.				
2.				
3.				
Total Professional Fee (A)				
B. Other Expenses				
1. Travel (mode to be mentioned)				
2. Local Conveyance				
3. Boarding and Lodging				
4. Any other (Please specify)				
Total Other Expenses (B)				
TOTAL PRICE (A+B)				

Signature

Name and Title

Name of the company

Date