



## Market Entry Analysis for Eswatini

### SCOPE OF WORK

#### Background

Founded in 2012, Seed Global Health (Seed) has built a strong reputation, forged meaningful and trusted partnerships, and demonstrated significant impact in strengthening health systems by building the capacity of human resources for health through education. With a unique focus on educating and training skilled health professionals in Africa, Seed has partnered with 27 training institutions across 5 countries and supported the placement of 191 US physicians, nurses, and midwives that served as year-long educators.

In 2018, Seed launched a new strategic plan, *Sharing Knowledge, Saving Lives: Seed Global Health's 5-Year Strategy to Strengthen Health Systems*. Building upon Seed's education and clinical experience and expertise, the strategic plan accelerates and refines Seed's impact model to achieve sustained and lasting change. The Strategic Plan 2019-2023 leverages Seed's history and embodies Seed's values and culture, rooted in locally-led partnerships for long-term system strengthening.

Over the next five years, Seed's multi-layered approach aims to meaningfully engage partners to support their goals in training current and future local healthcare providers, helping to empower them to deliver high quality care consistently, incentivizing them to stay within the local system and promulgate clinical best practices, ultimately improving patient outcomes. As part of this, Seed is exploring if and how we can work in Eswatini in the future.

To further understand the opportunities and challenges to supporting population health and healthcare delivery as a non-governmental organization (NGO) in Eswatini, Seed will undertake a robust feasibility assessment. This will include: a landscape analysis of health professional education; a market entry analysis to understand the requirements to meaningfully, responsibly, and impactfully work in the country; and a multi-year financial model to map the investment needed to substantially build human resource capacity.

#### Project Goal

Seed seeks to engage a consultant to conduct a market entry analysis of Eswatini, providing information related to legal compliance and banking, human resources, facilities, and safety and security, that will inform Seed's decision on whether to establish an in-country presence. This analysis should explore the challenges and opportunities for establishing operations in Eswatini from the perspective of a small NGO headquartered in the United States.

#### Project Objective/Aim(s)

1. At a minimum, the consultant shall uncover through research, interviews, or other methods, up-to-date information related to:

##### Legal Compliance and Banking:

- I. Provide information on the local registration requirements of a non-governmental organization. It will include:
  - a. The differences between operating as a registered indigenous NGO, international NGO, and private company

- b. Tax implications, application timeline, and cost associated with registration of each type
  - c. Reporting and other compliance issues required with registration of each type
- II. Provide information on local banking activities and regulations. It will include:
- a. Ability of a private company and an NGO to open a banking relationship and requirements of bank account signatories
  - b. Profiles of banks commonly used by private companies and NGOs

#### Procurement

- I. Provide information related to duties or customs processes and fees (as it would relate to medical supplies and training equipment).

#### Human Resources:

- I. Provide information on local labor laws and employment practices. It will include:
- a. National labor laws and impact on the hiring process for local full-time employees and local consultants
    - i. Example salary scale for employees of an NGO
    - ii. Employer's responsibility for in-country insurance requirements for health insurance, disability, workers compensation, etc.
    - iii. Employer's responsibility for in-country, statutory benefits (e.g. pension contributions) and leave practices (e.g. annual leave and maternity/paternity leave).
  - b. Labor laws in regard to hiring international clinical staff
    - i. Immigration processes and documentation [including professional clinical licensure, work permits, visas] needed for short (6 months or less) and long-term (12 months or more) international staff
    - ii. Statutory tax requirements for local and international staff

#### Facilities

- I. Provide information on renting a local office:
- a. List of neighborhoods that house other NGOs
  - b. Average cost of renting a 1-2 person office space
  - c. Availability and location of "concierge" type offices (i.e. where many services are offered as part of the rental package)

#### Safety and Security:

- I. Provide a high-level safety and security assessment of operating a program in Eswatini. It will include:
- a. Financial risks, such as long-term sustainability of public funding
  - b. Operational risks, such as strength of technology/communication and customs enforcement
  - c. Overview of political climate
  - d. Potential physical safety issues



2. The consultant will produce a synthesis of findings into a final comprehensive market entry report.

### **Project Deliverables**

The consultant is expected to submit:

- A timeline, schedule of tasks, and final planned approach to be agreed upon with the Seed Program Manager at the start of the consultancy.
- A comprehensive market entry report at the conclusion of the consultancy.
- Any relevant supporting documents (e.g. Excel salary scale and governmental policy documents) as annexes to the report.

### **Project Timeline**

This project is expected to begin the week of April 22 and be completed by June 7, 2019.

### **Location of Work**

Preferred location is Eswatini.

Deliverables will be accepted in electronic format and communication between Seed and the consultant will consist of both email and telephone calls.

### **Consultant Qualifications**

The consultant should have the following characteristics:

- 5+ years working in Eswatini
- Experience conducting market entry studies
- Deep knowledge of NGO operations in Eswatini

### **Submitting a Proposal**

Interested consultants are invited to submit a 3-5 page (excluding CV) expression of interest in English to Ms. Leigh Forbush, [LForbush@SeedGlobalHealth.org](mailto:LForbush@SeedGlobalHealth.org) by April 9, 2019. The expression of interest should include:

- A cover letter describing the consultant's experience with market entry analysis and specifically, Eswatini
- A brief description of the consultant's proposed approach including comments, questions, or suggestions about the work outlined within this Scope of Work
- A draft table of contents of the final analysis
- Curriculum vitae of the consultant (and associates, if applicable)
- A detailed budget of the total cost of services
- Three professional references, preferably from supervisors and/or colleagues that have worked in the Eswatini NGO sector

The proposals will be evaluated based on the qualifications listed above and with respect to the feasibility, rigor, and efficiency of the proposed methods and associated budget.