

TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS AND CONTRACTORS

<p>Title: Consultancy for Development of the Strategy and Roadmap for Medical Oxygen for Sierra Leone</p>	<p>Funding Code: Grant: SH220002 WBS: 881/002/010</p>	<p>Type of engagement</p> <p><input checked="" type="checkbox"/> Consultant (international) <input type="checkbox"/> Individual Contractor Part-Time <input type="checkbox"/> Individual Contractor Full-Time</p>	<p>Duty Station: Freetown, Sierra Leone (including travel to districts) and remote</p>
<p>The COVID-19 Pandemic exposed massive gaps in oxygen access across countries, including oxygen production to meet basic as well as surge needs, equitable access from primary to referral level facilities and capacity and tools to manage, maintain, monitor oxygen systems and clinically and manage hypoxemia.</p> <p>Unprecedented investments as well as coordination and collaboration at global and country level has allowed many low-and middle- income countries including Sierra Leone to address urgent surge needs, and to embark on a journey to strengthen their oxygen systems. However, this huge investment opens multiple risks that need to be addressed urgently to sustain the investments made, ensure equipment continues to be optimally implemented, maintained, and adequately used, and resources available to ensure ongoing human resources, electricity, maintenance, procurement, and distribution requirements</p> <p>The initial surge response in Sierra Leone focused on rapid deployment of basic oxygen supplies—oxygen concentrators and related consumables. However, subsequently, three new PSA plants have been installed in Makeni, Bo and Kenema district hospitals funded by the UK Government and Islamic Development Bank (IsDB). Procurement and installation of additional seven plants with various capacities is underway, with 4 plants funded through the UNICEF ACT-A-SFF initiative and 3 plants funded through the Global Fund. Additional two PSA plants have been installed at Connaught and Koidu Hospitals through support by other partners or initiatives. Overall, the planned PSA plants should significantly decrease the oxygen gap in the country but without strategic intervention to improve the oxygen supply chain, accessing oxygen may remain a key challenge for health facilities.</p> <p>The Government of Sierra Leone has constituted an Oxygen Technical Working Group as an advisory body to provide guidance on planning and implementation of initiatives to scale up oxygen production and improve overall access and use across the country. However, there is no long-term strategy that provides a framework for overall oxygen systems improvement addressing key issues such as scaling up oxygen production capacity, distribution based on the hub and spoke model, infrastructure, human resources, supply chain and optimal use.</p> <p>UNICEF is a member of the oxygen TWG and continues to play an active role in the Covid-19 response in Sierra Leone including procurement of oxygen equipment and supplies and installation of oxygen plants; improving access to testing/diagnosis; supporting appropriate management and treatment of patients; procurement of medical supplies including PPEs for infection prevention and control especially for frontline workers; and vaccination. As part of this support, UNICEF with funding from the ACT-A-HAC is supporting the Government of Sierra Leone to develop a national strategy and roadmap for sustainably strengthening the oxygen supply chain system addressing key areas such as oxygen generation capacity, distribution, supply chain and medical use.</p>			

Purpose and objectives

The purpose of this consultancy is to provide technical assistance to Ministry of Health and Sanitation (MoHS) for the development of the national strategy and roadmap for strengthening the medical oxygen supply chain system in Sierra Leone

Methodology and Technical Approach:

The Consultant will use a methodology that ensures an inclusive and participatory approach throughout the mission. The methodology should include (not exhaustive, the consultant can add and or propose other methods):

- Desk review and analysis of relevant existing data, documents, reports, and policies
- Field visits for the collection of information on policies, protocols, financing, supply, distribution, storage and use of oxygen through existing interventions, as well as the identification of good practices, weaknesses, and gaps.
- Key informant Interviews (KIIs) with MoHS; District Health Management Teams (DHMTs), Hospital management, and other actors at the local level; relevant Technical Working Groups; UN Agencies including WHO, UNFPA and UNICEF; other Health Development Partners (HDPs) such as World Bank/Global Financing Facility (GFF), Foreign, Commonwealth & Development Office (FCDO), Global Fund, USAID, INGOs including the Clinton Health Access Initiative (CHAI), private sector oxygen suppliers, and other key stakeholders.
- Coordinate workshops with key stakeholders for technical validation of the national strategy and roadmap. Considering the objectives of this consultancy, the following tasks must be performed by the consultant:
 - i. Meeting with key institutions and partners, including private sector players in oxygen space, to gather information and deepen findings to support the development of the strategy
 - ii. Analyse information and data collected and draft a national oxygen supply chain system strategy, including a situational analysis, strategic opportunities, interventions on the short and mid-term, and recommendations for scaling up the oxygen system.
 - iii. Develop a medium- and long-term strategy with a detailed roadmap specifying the methodology, timelines, and budget for scaling up the oxygen supply chain system at all levels of the health system.
 - iv. Propose mechanisms for monitoring and evaluating the effective implementation of the strategy
 - v. Lead workshops with key stakeholders to discuss, draft and validate the national oxygen strategy.
 - vi. Present the national oxygen system strategy in a national dissemination meeting

The plan should be articulated with existing national policies, plans, strategies, protocols, plans and guidelines and include components related to: (i) building human resources capacity and skills; (ii) maintenance of equipment; (iii) strengthening of production, distribution, and management capacities; (iv) financing; and (v) planning mechanisms, governance, monitoring and evaluation, among others.

Specific tasks for the consultant:

1. Prepare an inception report including but not limited to; interpretation of the Terms of Reference, a list of KII questions/checklist in line with the purpose, methodology and technical approach

2. Conduct a situational analysis of the oxygen system in Sierra Leone including demand and supply, gaps in the current oxygen ecosystem and capacity (including preparedness for emergency response e.g., Covid 19), policy guidelines, protocols and other existing documents and review of other pertinent elements
3. Identify priority strategies and interventions based on findings from the situation analysis
4. Develop a detailed and costed strategic plan with a result framework, including monitoring and evaluation mechanisms
5. Propose institutional mechanisms for the sustainable management of medical oxygen at the national, district and facility levels and necessary human resources and capacity
6. Produce final consultancy report

Expected Deliverables

Deliverables	Timeframe (working days)
1. Inception report for assignment with detailed execution plan	4 days
2. Situational analysis report	15 days
3. Structure of the strategic plan with the main programmatic orientations submitted and validated	10 days
4. Draft strategic plan and roadmap submitted and validated	20 days
5. Strategic plan with a finalized costed action plan	06 days
Total number of working days	55 days

Management, Organization and Timeframe

The consultant will be supervised by the Health Specialist (Supply Chain Systems Strengthening), in close collaboration with the MoHS Health Systems Strengthening (HSS) programme manager and the oxygen TWG members. Estimated number of working days required for this assignment is 55 days over a period of 5 months from November 2022 to March 2023. The international consultant will be expected to travel to Sierra Leone for the inception meeting, KIIs, field visits and stakeholder validation meeting

- UNICEF will organize all in-country travel.
- The consultant will work with his/her own computer.
- All remuneration is based on the deliverables and must be within the contract agreement.
- No contract may commence unless the contract is signed by both UNICEF and the consultant.

Other tasks may be completed remotely. The consultant will be required to document that they have appropriate health insurance, including medical evacuation

Child Safeguarding

Is this project/assignment considered as “Elevated Risk Role” from a child safeguarding perspective?

YES NO If YES, check all that apply:

Direct contact role YES NO

If yes, please indicate the number of hours/months of direct interpersonal contact with children, or work in their immediately physical proximity, with limited supervision by a more senior member of personnel:

Child data role YES NO

If yes, please indicate the number of hours/months of manipulating or transmitting personal-identifiable information of children (name, national ID, location data, photos):

More information is available in the [Child Safeguarding SharePoint](#) and [Child Safeguarding FAQs and Updates](#)

Work Assignment Overview		
Tasks/Milestone:	Deliverables/Outputs:	*Timeline
Prepare an inception report that should include but not be limited to interpretation of the Terms of Reference, a list of KII questions/checklist in line with the purpose, methodology and technical approach	Final inception report for assignment with a detailed execution plan	4 days
Review relevant reference documents, policies, strategies, review reports and other literature; conduct KIIs and field visits to gather data on the country oxygen situation, supply capacity, needs, gaps	Situational analysis report	15 days
Development of the overall direction of the strategic plan; conduct in-depth interviews with key actors identifying interventions and/or strategies; discussions with stakeholders and revision(s) following discussions	Structure of the strategic plan with the main programmatic orientations submitted and validated	10 days
Draft the strategic plan including a detailed action plan with objectives, targets, results, outputs, activities, roles and responsibilities, implementation schedule, and provisional budget as well as a monitoring and evaluation outcome framework; Development of the costed action plan; stakeholder validation workshop held	Draft strategic plan and roadmap submitted and validated	20 days
Incorporation of comments from stakeholder validation workshop and finalization of the strategic plan; Prepare a PowerPoint presentation for dissemination workshop/meeting	Strategic plan with a finalized costed action plan	6 days
Total		55 days

* Expected timelines for completion are estimated and may vary depending on progress

Budget Year: 2022-2023	Requesting Section/Issuing Office: <i>Health and Nutrition Section</i>	Reasons why consultancy cannot be done by staff: UNICEF is supporting the MoHS to address gaps in the oxygen ecosystem in the country including improving generation capacity to meet demand, increasing availability of required oxygen supplies, devices and equipment, supply chain systems strengthening and optimizing medical use in health facilities. Because of the intensity of the engagement, time and highly specialized expertise required, UNICEF staff alone cannot deliver the results under this consultancy. UNICEF staff will provide guidance and support to the consultant to ensure timely and successful implementation	
Included in Annual/Rolling Workplan: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No, please justify:			
Consultant sourcing: <input type="checkbox"/> National <input checked="" type="checkbox"/> International <input type="checkbox"/> Both Consultant selection method: <input type="checkbox"/> Competitive Selection (Roster) <input checked="" type="checkbox"/> Competitive Selection (Advertisement/Desk Review/Interview)		Request for: <input checked="" type="checkbox"/> New SSA – Individual Contract <input type="checkbox"/> Extension/ Amendment	
If Extension, Justification for extension: N/A			
Supervisor: Charles Lwanga Ouma (Health Specialist, Supply Chain Systems Strengthening)	Start Date: 1 st November 2022	End Date: 31 st March 2023	Number of Days (working): 55 days over a 5-month period

Estimated Consultancy fee		55 days	
Travel International (if applicable)			
Travel Local (please include travel plan)			
DSA (if applicable)		30 days	
Total estimated consultancy costsⁱ			
<p>Minimum Qualifications required: <input type="checkbox"/> Bachelors <input checked="" type="checkbox"/> Masters <input type="checkbox"/> PhD <input type="checkbox"/> Other</p> <p>Enter Disciplines: Advanced university degree in Public Health, Medicine, Social Sciences, biomedical engineering, Health Systems Management, or other relevant disciplines</p>	<p>Knowledge/Expertise/Skills required:</p> <p>Experience</p> <ul style="list-style-type: none"> • At least 8 years of progressively responsible professional work experience in public health, health system management, health systems strengthening or health supply chain in developing country contexts. • Demonstrated experience in strategy development in the health sector • Experience in oxygen system management and/or oxygen supply chain • Experience in health data collection, analysis, assessment, monitoring, and evaluation • Experience of working in West Africa, specifically Sierra Leone is a strong asset. • Familiarity with the UN system, including similar prior work in the UN system, is desirable. • Commitment and willingness for immediate start. <p>Skills required</p> <ul style="list-style-type: none"> • Excellent analytical and organizational skills, including effective communication and people skills; ability to communicate and coordinate with various stakeholders and to express ideas and concepts concisely and clearly in written and oral forms. • Language proficiency: Fluency in oral and written English is mandatory. 		
<p>Administrative details: Visa assistance required: <input type="checkbox"/> Transportation arranged by the office: <input checked="" type="checkbox"/></p>	<p><input checked="" type="checkbox"/> Home Based <input checked="" type="checkbox"/> Office Based (Blended) If office based, seating arrangement identified: <input checked="" type="checkbox"/> TBD IT and Communication equipment required: <input type="checkbox"/> Internet access required: <input checked="" type="checkbox"/></p>		

ⁱ Costs indicated are estimated. Final rate shall follow the “best value for money” principle, i.e., achieving the desired outcome at the lowest possible fee. Consultants will be asked to stipulate all-inclusive fees, including lump sum travel and subsistence costs, as applicable.

Payment of professional fees will be based on submission of agreed deliverables. UNICEF reserves the right to withhold payment in case the deliverables submitted are not up to the required standard or in case of delays in submitting the deliverables on the part of the consultant

Text to be added to all TORs:

Individuals engaged under a consultancy or individual contract will not be considered “staff members” under the Staff Regulations and Rules of the United Nations and UNICEF’s policies and procedures and will not be entitled to benefits provided therein (such as leave entitlements and medical insurance coverage). Their conditions of service will be governed by their contract and the General Conditions of Contracts for the Services of Consultants and Individual Contractors. Consultants and individual contractors are responsible for determining their tax liabilities and for the payment of any taxes and/or duties, in accordance with local or other applicable laws.