

# TERMS OF REFERENCE FOR CONSULTANT TO DEVELOP A ROAD MAP, FRAMEWORK, OR FOUNDATION ON WHICH THE 5-YEAR HEALTH STRATEGIC-PLAN FOR ASAA, South Sudan WILL BE BASED

**1.0 About GOAL**

GOAL is a non-denominational, non-governmental and non-political international humanitarian agency founded in 1977 with its headquarters in Dublin, Ireland. GOAL has been operating in South Sudan since 1985. Initially implementing emergency relief operations in Twic and Abyei until permanent bases were establish in Wunrok, Twic County in 1998 and opening of Abyei programme in 2000.

# Background

Abyei Special Administrative Area (ASAA) has an area of approximately 3,680 km sq. The county is bordered by Mayom County in Unity State to the east, Gogrial West County to the south and Gogrial East County to the west. Abyei is referred to as Abyei Special Administrative Area (ASAA) currently with status of a ‘state’ and it has 5 counties (Rummamer, Mijak, Abyei, Alal and Ameithaguok). The recent sub divisions within South Sudan saw the former payams elevated to county level status.

It is worth to note that ASAA is a location of contention both for Sudan and South Sudan; an area that is neither under the governance of South Sudan nor Sudan. GOAL began its operations in Abyei in 2000 in response to the mass displacements of IDPs as a result of intensive attacks by the Sudanese Armed Forces (SAF). More recently up to 2011, GOAL provided similar emergency responses to IDPs fleeing civil war conflict from adjoining Unity State and inter-clan conflict in Gogrial West and East. GOAL’s presence in Abyei until January 2017 was of paramount importance and great impact to the >71,884 beneficiaries. GOAL delivered primary healthcare services through a network of 8 health facilities (6 exclusively managed by GOAL and 2 managed by MoH with technical support from GOAL).

# About the project

Due to lack of donor funding for GOAL in 2017, GOAL ceased direct service delivery in 6 GOAL/ independent donors supported health facilities. This led to massive disruption in the delivery of the primary health care services in Abyei with the exception of two facilities that were being managed by Abyei MoH with administrative support from GOAL. The two MoH supported facilities continued to function normally while the 6 exclusively managed facilities by GOAL remained temporarily closed as another actor was sought for to fill in the sudden gap.

As at November 2016 GOAL’s MICS survey, the Global Acute Malnutrition (GAM) rate in Abyei was considerably above the WHO emergency threshold of <15%, at 17.5% in children 6-59 months (14.2- 21.32 95% C.I), MAM 15.6% and SAM 1.9%. CMR for the general population was 0.33/10.000 people per day (0.15-0.75, 95% CI) while the U5CMR was 0.25/10,000 people/day (0.03-1.97, 95% CI). Though this is below the sphere emergency threshold of 2.1, the U5CMR is still high compared to the general population. The common cause of mortality among U5yrs was reported to be ARI/cough while in >5yr-old population was reported as unknown. Among the U5yr-old morbidity was established to be at 34.5% at the time of the MICS survey- Nov 2016 with the most common being fever/cough followed by diarrhoea.

With immense need on ground, GOAL South Sudan in collaboration with the ASAA MoH agreed to shift implementation strategy from direct service delivery which was heavily dependent on GOAL/ independent donors to health systems strengthening strategy. To achieve this the ASAA MoH and GOAL are working collaboratively with an aim of assessing the gaps, analyse, establish and strengthen sustainable health system in ASAA with fostered partnerships, MoH ownership and sustainable delivery of health services by the ASAA MoH and or its implementing partners. The ASAA MoH is committed to have a central State Health Department – SHD to spearhead the delivery of sustainable quality health care services to the beneficiaries of ASAA.

Based on the 6 health system building blocks recommended by WHO, review of existing structures, data and partnerships, support to the ASAA will be achieved through the following 3 main objectives:

* + 1. Strengthen health service organisation and infrastructure development for effective and equitable delivery of the Basic Package of Health and Nutrition Services (BPHNS)
    2. Strengthen leadership and management of the health system and increase health system resources for improved health sector performance
    3. Strengthen partnerships for healthcare delivery and health systems development

# The overall goal of the project:

The project aims at enabling ASAA to take informed decision to establish and strengthen a sustainable health system through fostered and strengthened partnership in ASAA, South Sudan

# Expected Outcomes of the project:

ASAA MoH is equipped with relevant information and data highlighting how to establish and strengthen a sustainable health system in the region

# Expected Outputs of the project

* Information gathered from key stakeholders in ASAA including but not limited to local authorities, SCI, MSF, IOM, WFP, UNICEF, WHO, ADRA, ACD, Concordis Internationalis, UNISFA, Health/Nutrition clusters and ASAA MoH
* ASAA health services/facility assessment including analysis of currently functional and non- functional MoH facilities South of Abyei town and non-functional facilities revolving around six pillars of HSS is conducted
* Context specific health needs analysis, risks and mitigation measures are identified to inform and tailor programme activities in line with the South Sudan Health Strategy
* Community based and institutional emergency mechanisms, strategies and plans are developed for improved preparedness to emergencies e.g. health emergency preparedness and contingency plans
* Recommendations are formulated on how to achieve sustainable health services implementation in the ASAA face to the fragile sustainable peace in the region
* Developed a working document analyzing needs, gaps identified hindering smooth service delivery and provide clear roadmap/ frame work to improving access to and quality sustainable health service delivery in ASAA, South Sudan

# Objectives of the consultancy

Conduct a needs gap analysis and develop a working document providing clear road map/framework to be followed by the State MoH in order to ensure sustainable quality health services in ASAA, South Sudan.

This overall objective will be achieved through the 3 specific objectives listed below:

* + 1. Document State specific recommendations to strengthen health service organisation and infrastructure development for effective and equitable delivery of the Basic Package of Health and Nutrition Services (BPHNS)
    2. Document State specific recommendations to strengthen leadership and management of the health system and increase health system resources for improved health sector performance
    3. Document State specific recommendations to strengthen partnerships for healthcare delivery and health systems development

# 4.0 Scope of the assignment

The consultant will lead the health strategy development process for the MoH in Abyei Special Administrative Area, South Sudan. It is intended that the consultancy will yield results to develop a working document for ASAA MoH outlining modalities of sustainable service delivery, human resources for health, financing, partner engagement, supplies and infrastructure maintenance through a consultative approach.

# Methodology

The methodology will include but not limited to:

* + - Desk review of all the work so far done in regards to HSS for ASAA.
    - Key informant interviews with key stakeholders including and not limited to Minister of Health, DG MOH, STCI, MSF Suisse, staff (both NGO and MoH contracted), County Health department representatives at the moment, Relief and Rehabilitation Commission reps, community leaders and those in charge of security like Concordis Internationalis, UNISFA, etc.
    - Focus group discussions with community members (this need to be separate by gender, and vulnerability)
    - Mapping all the health facilities and indicate: their status in terms of physical infrastructure, equipment and supplies availability, source of their supplies and supply chain system & management, HRH cadres available and structures in place, HMIS tools and their use, health facility funding mechanisms, type of services provided, logistics, accessibility, etc.
    - Secondary data review will also be of importance if for instance there is any recent report related to survey conducted in the region, etc.
    - All data collected need to be disaggregated by location.
    - The design and implementation of the consultancy must also ensure that principles of gender equality, inclusion and non-discrimination are considered and acted upon throughout, and that participation of the most vulnerable groups and other key stakeholders is promoted in the design and implementation of the entire process. The methodology used should be such that replicable for measuring progress during the implementation period of the health strategy

# Key Deliverables

Successful performance of this assignment will be based on production and timely submission to GOAL/ ASAA MoH the following deliverables:

* + - **Inception report** - setting out how they will approach the assignment, proposed methodology and timetable/work scheduling and data collection tools, including survey questionnaire. There will also be an oral presentation to representatives from the stakeholders.

The research protocol and survey instruments will need to be approved before going to the fieldwork stage

* + - **Draft report** - Draft report (in English) will be shared with GOAL/ ASAA MOH within 5 working days of completion of field work, submitted to GOAL/ ASAA MOH for input.
    - **Final Report** – Three Hard Copies and a soft copy of the report comprising of input from stakeholders, completed within 5 days after input is received.

The final report will at the very least contain, but not be restricted to the following:

* Introduction
* Acknowledgements
* Lists of abbreviations
* Executive Summary (including main conclusions and recommendations).
* Background with analysis of the context.
* Methodology
* Limitations
* Main Findings
* Conclusion and recommendations
* References
* Annexes (a revised log frame, ToR, abbreviations, persons interviewed, references, tables with survey data, questionnaire forms used, summary indicators table, data collection tools, consent form etc.
  + - Electronic files with all raw data and a file of cleaned data – in excel format.

# Timeline for the consultancy

* + - The consultancy will be conducted for a total duration of 5 weeks. This will include preparation and delivery of the final report in soft copy and 3 hard copies.

# Fees/costs estimate and payment schedule

* + - The total charge to be paid for the consulting assignment will depend on the quality of technical proposal.
    - A technical and financial proposal based on the Terms of Reference outlined above must be provided.
    - Final payment of the contract will be made upon receipt of acceptable deliverables for this assignment and receipt of an invoice for same.

# 9.0 GOALs responsibilities

GOAL will provide the following:

* Access to any data already collected
* A copy of all relevant programme information including the draft data collection forms
* On the ground support from the GOAL team
* Final payment of the contract upon receipt of acceptable deliverables for this assignment
* Payment will be made by GOAL on receipt of an invoice for same
* GOAL will undertake to facilitate travel and organise meetings for the consultant
* GOAL will be responsible for accommodation and travel within AAA for the consultant
* Travel to and within AAA might involve risk (travelling by car and through insecure locations. GOAL undertakes to ensure the security of the consultant by providing standard security arrangements and information.

10.0 **Consultant’s responsibilities-** The consultant will be ultimate responsible:

* To follow through and ensure that all relevant respondents/ stake holders are met in ASAA
* To work closely with GOAL’s Health and Nutrition team in Juba/ Abyei, MoH stakeholders and other implementing partners in Abyei
* For own visa and relevant travel permits for the period of the consultancy within SS and ASAA
* For own international flights (if need be)
* For own accommodation while in Juba
* For health and other insurance related costs
* Reporting directly to ACDP and Health Coordinator on all issues affecting the consultancy works to be address
* To observe and follow GOAL’s security procedures and the authority of the Country Director regarding security matters,

procedures and directives.

* Follow GOAL’s policies (child protection, standards of integrity, work rules, etc.)

# 11.0 Skills and qualifications required:

* At least a Master’s degree in Public Health and Health system strengthening or related field
* Applied qualitative and quantitative research experience (at least 5 years of relevant experience).
* Significant experience of undertaking desk reviews, as well as assessments and/or evaluations.
* Ability to work both autonomously and as part of a culturally diverse and multidisciplinary team
* Experience performing health research surveys within South Sudan and working with local health officials will be an added advantage
* Proven publication record (attach at least one research sample).
* Ability to provide evidence of producing high quality assessment/evaluation reports in English, and working within tight timeframes (understanding of relevant local languages will be an added advantage).

# 12.0 Communication

For queries or need for additional information on the consultancy please contact procurement team on the below email address: [procurement@ss.goal.ie](mailto:procurement@ss.goal.ie)

**13.0 Application process**

Interested individuals and companies should submit the following application documents to the following email address: [procurement@ss.goal.ie](mailto:procurement@ss.goal.ie)

Or drop your hard copy to:

*Logistics Departmenet,*

*GOAL South Sudan,*

*Bilpham Road, Next to Medan Ramboo,*

*P.O.Box 166, Munuku,*

*Juba South* Sudan

Expression of interest outlining how the consultant(s) meets the selection criteria and their understanding of the ToR and methodology

* A proposed activities schedule/work plan with time frame
* Copy of CV of the consultant(s) who will undertake the evaluation
* One recent example of similar evaluation report written by the applicant
* Financial proposal detailing consultant(s) itemized fees
* Contact details of two recent professional referees.

# 14.0 Bids appraisal

The proposal will be evaluated based on the following criteria:

* Demonstrated understanding of the specifications highlighted in the TOR
* Suitability of proposed methodology in achieving the deliverables in the TOR.
* Cost
* Suitability of qualifications – tech expertise, HR capacity, legal status
* Past experience undertaking similar work
* Payment methods.

Please address your applications to the procurement team on [procurement@ss.goal.ie](mailto:procurement@ss.goal.ie)

# The deadline for submitting applications is October 9, 2017 by 4:00 pm Juba/South Sudan time