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| **Ministry of Health, Republic of South Sudan**  **Terms of Reference**  **Development of Organizational Structures for Central Medical Supplies Agency** | |
| **Consultancy:** | Consultant or Firm with Organizational Development experience to develop structures and systems for Central Medical Supplies Agency |
| **Location:** | Juba with possibility of visit/travel to states |
| **Timeframe:** | 30 working days, starting as soon as possible. |
| Application Opened | 15 July, 2019 |
| Deadlines for | 30 July 2019 |

# Background:

South Sudan is the world’s newest nation with an estimated population of about 12 million, and covers a geographical area of approximately 640,000 square kilometres. The country has some of the highest maternal (789 per 100,000 live birth based on WHO/WB estimates) and child mortality rates (106 per 100,000 live birth) in Sub-Saharan Africa and globally with low family planning (contraceptive prevalence rate is 4.5% for all methods and 1.7% for modern methods) and exceptionally high (300/1,000 for girls aged 15-19) teenage pregnancy rate. Gender inequality and gender-based violence are entrenched in South Sudan perpetuated by cultural norms, which also discourage reporting of incidences.

Several decades of devastating wars caused loss of millions of human life, massive displacement of population, destruction of both physical and social infrastructure, and loss of human resource development opportunities, including the loss of experienced health professionals. While the post-Comprehensive Peace Agreement years from 2005 saw return to normalcy, renewed fighting in December 2013 has brought about a worsening humanitarian crisis that has constrained access to health services even more.

The pharmaceutical sector is severely challenged to respond to the growing needs of the population. Procurement and provision of essential medicines and supplies still rely on pre-packed kits distributed in a push-based supply system distributed through the Central Medical Stores (CMS). However, the need for medical and diagnostic equipment is not sufficiently forecasted and addressed. The public sector pharmaceutical supply system is also fragmented with limited coordination between procurement and distribution of essential medicines, donations and emergency kits/humanitarian supplies by vertical programmes. Each partner and program manages information systems for pharmaceuticals, distribution and consumption separately. Different inventory management systems are used and reporting requirements vary across the programs for virtually all levels in the health system.

The pharmaceutical storage capacity and network across the country is inadequate. Stores at all levels are not professionally equipped or managed by qualified technical personnel. Other weaknesses include the lack of a national Logistics Management Information System (LMIS); lack of transportation means to facilitate timely last mile delivery; and poor pharmaceutical waste disposal practices. These challenges are compounded by lack of and/or poor enforcement of policies, laws and guidelines; weak quality assurance mechanisms leading to circulation of counterfeit/poor quality products; irrational use of medicines and unregulated personnel and practice.

The long-term vision of the government of the Republic of South Sudan is to gradually take over the financing, procurement, storage and distribution of essential medicines. In view of this goal, the government is working on final stages of the legal framework to establish an autonomous Central Medical Supplies Agency (CMSA). The proposed legislation describes the mandate, roles and responsibilities of the CMSA and envisages a new autonomous Central Medical Supplies Agency that will be a vehicle for financing and integration of all vertical programmes under government control as well as take over the responsibility for coordinated forecasting, procurement, storage, distribution and logistics essential medicines for the country. A new Executive Director has been appointed to coordinate the preliminary set up of the CMSA.

To lay the foundation for the CMSA, it is important to review and elaborate a new organizational structure and define preferred systems, processes and functions and corporate identity for the entity. This will be accompanied by job profiling and writing job descriptions that will inform hire or reassignment of staff. There is also need to develop conduct inventory and valuation of existing assets, develop a roadmap and strategic/ business plans for the CMSA, and to set up new corporate integrated business management information systems.

In November 2016, the government of South Sudan declared it’s commitment to the global FP2020 initiative, which was launched at the 2012 London Summit on Family Planning and aimed to provide an additional 120 million women in the world’s poorest countries with access to voluntary family planning by 2020. Key amongst South Sudan’s strategies to achieve its own commitment is to strengthen supply chain management to ensure improved access, choice and use of quality contraceptives and reproductive health commodities for the people of South Sudan.

UNFPA has supported the government of South Sudan to strengthen Reproductive Health Commodity Security (RHCS) since 2008, and in it's 2019 work plan with the Ministry of Health wishes to support the nascent CMSA set up the necessary structures to deliver on the government’s local and global commitments.

# Objectives of the Consultancy:

This consultancy seeks the services of an organizational development expert or firm with extensive experience in undertaking organizational reviews and reforms in public service to support formative processes of establishing the CMSA. The expert or firm will primarily focus on development of the organizational structure, corporate identity, systems, processes and functions, job description of key positions, change plan and capacity building plan of the CMSA.

The objectives of the exercise will be to:

* Review the organizational, financial and technical structure of the CMSA, and make recommendations for improvement with a view to strengthening CMSA leadership role in streamlining pharmaceutical supply management in South Sudan;
* Create a balanced group structure with an optimal managerial span of control to ensure effective staff management and good service delivery to enhance productivity;
* Develop and recommend appropriate change management and capacity building plans for CMSA to improve efficiency and effectiveness of its services delivery and engender sustainability of its operations.

# Tasks, Assignments and Activities:

The Consultant is expected to:

* Review strategic and policy documents and engage in consultations with key stakeholders to identify the core functions and organizational strategies of the CMSA
* Undertake an evaluation of the departmental-focused organizational reviews to determine whether the structures, systems and staffing are adequate to deliver on strategies and core functions;
* Conduct capacity assessment of the technical and operational units of CMSA and produce a proposal for alternative staffing plans to meet the legal mandate of CMSA and global commitments of the government of South Sudan (e.g. FP2020 targets of last mile delivery, no stock outs, increased mCPR, etc.).
* Produce a framework with the skills required, clearly identifying new skills set or existing skills which are no longer required;
* Conduct an assessment as to how to achieve greater efficiencies across the CMSA, by streamlining, combining or divesting functions, to include outsourcing;
* Examine existing or recommend plans to modernize the CMSA by improving productivity using IT systems, records management and performance management to contribute to enhanced service delivery.
* Produce a Change Management Plan setting out the agreed functions of the CMSA and a blue-print for additional modernization activities over a 3-5 year period.
* Develop Capacity Building Plan to strengthen technical and management capacity of the CMSA
* Develop corporate identity for the CMSA, articulating its vision, mission, core values and tagline/ master narrative
* Any other tasks related to the CMSA set up during the period of the consultancy

# Outputs/Deliverables:

The key deliverables expected from the Assignment will be:

* Plan of Action/ Inception report on how the assignment will be approached;
* Report on findings of system review, to include a directory of the  existing core functions;
* Organogram, job titles and job descriptions for the new semi autonomous corporate body;

Minimum staffing requirements for CMSA for submission to Public Service for creation of Payroll

* Capacity Building Plan
* Change Management Plan, to include:
  + a clear articulation of the proposed core functions and organizational structure aligned to the planning framework;
  + opportunities and framework for divestment of functions, specifying costs and efficiencies to be realized;
  + staffing trajectory over a three year period.
* Final consultancy report

# Consultants’ Qualifications, Skills and Experience:

The Consultant or Consultancy Team must possess advanced professional degree in public health, pharmacy, or another health related field, and additional qualification/ training with hands-on experience in Human Resource Management and/or Organizational Development.

Additionally, the following experience is desirable:

* Proven experience in conducting Organizational Reviews in a public sector environment, preferably in the Africa and post-conflict/ fragile humanitarian context, with emphasis on supporting public services to be private sector facilitator rather than universal service provider;
* Experience working with and supporting Ministries of Health in developing countries. Long-term work experience in South Sudan with strong understanding of the South Sudanese public health and pharmaceutical sector preferred.
* Strong organizational skills and ability to work in a team-oriented, culturally diverse environment.
* Fluency in spoken English and ability to write lucid technical reports and documents in English is required.
* Excellent interpersonal skills; sound judgment, communication skills, training experience; ability to identify and resolve policy and operational constraints.
* Strong computer skills, including sound knowledge of Microsoft Office Suite
* Ability to handle multiple tasks simultaneously, set priorities, and work independently.
* Willingness and ability to travel to and stay South Sudan during the assignment.

**Other Requirements**

Shortlisted consultants/ firms will be required to submit:

* Statement of Capability; (copies of credentials and references; evidence of similar contract undertaken; results of work carried out in other small economies)
* Work Plan; (provide a method statement for the project; provide the HRMU with monthly progress reports on the contract; provide clear comparisons with other small economies and make relevant recommendations; projected duration of the consultancy; Identify what proportion of the work will be undertaken in-country or otherwise)
* Costed Financial Proposal; (provide a breakdown of the overall cost to  reflect the cost of all relevant sections. The time spent on each sector must be costed by providing an hourly rate and the projected number of hours spent on each segment).

Failure to submit the above mentioned information will render your application non- compliant and lead to rejection.

# Duration of Hire:

# 30 working days

# Payment:

UNFPA South Sudan will cover the costs of the consultancy through its annual work plan with the Ministry of Health in the government of South Sudan.

# Application: Interested firm/consultant to send their applications/proposals by email to:

# Mr. Lazarous Atem, email: [atemlazaro@yahoo.com](mailto:atemlazaro@yahoo.com) and copy to:

# Dr Alexander Dimiti: [alexander.dimiti@gmail.com](mailto:alexander.dimiti@gmail.com)

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**Deadline for application: 30 July, 2019**