



ANNEX 1 – TERMS OF REFERENCE

Consultant - Senior Expert, Health Systems and Financing

1. Background – Options Consultancy Services

We are a global team of experts and innovators tackling some of the world's most pressing health challenges. We work with leaders and change makers around the globe to bring health strategies to life. We provide ideas, advice and technical know-how that enable our partners to build a path to lasting change.

With 30 years' experience in global health, we collaborate with our partners to explore existing evidence, combine expertise, scale up ideas and co-create solutions that accelerate change. This includes collaborating on policy design, managing initiatives, building powerful coalitions and galvanising social movements. Our impact is felt across whole communities, with a focus on women, girls and those who have been marginalised.

As part of MSI Reproductive Choices, all our profits go back into supporting MSI's own mission of children by choice, not chance.

We believe in a world where everyone can access the high-quality health services they need, without financial burden.

2. Specific background CIFF Step-Up Project in Bauchi State

Options was awarded a \$400,000 grant through the Children Investment Fund Foundation (CIFF) to provide technical support to Marie Stopes International Organization Nigeria (MSION) to:

- i) assess the readiness of Bauchi State to take on some of MSION's activities in the state as part of MSION's public sector strengthening and sustainability (PSS) strategy, and
- ii) develop a plan for a smooth transition.

MSION delivers quality, voluntary and affordable reproductive health, and family planning services. Since starting its operations in 2009, MSION remains one of the key providers of long acting and voluntary permanent contraception in Nigeria and have helped to increase awareness and contraception usage across the country. With various centres across the country, MSION works with highly qualified and

experienced team of doctors, nurses and midwives to provide a wide range of comprehensive sexual and reproductive health services to women, men and young people at a low cost.

MSI Reproductive Choices' [vision 2030](#), is that no abortion will be unsafe and every individual who wants access to contraception will have it. Achieving this ambitious target requires strong public sector involvement and service provision thus, MSI's PSS strategy focuses on hands-on training, quality assurance and supportive supervision programmes with government providers, training of trainers or logistical management of quality assurance. In July 2020, MSI Reproductive Choices formally launched its PSS for HSS vision setting out ambitious goals and measures for success. While this assignment will be driven by the needs and priorities in Bauchi state, it will be important to align with the overall vision and goals for the global partnership.

MSION is rolling out a PSS strategy for Bauchi State to encourage more government ownership and commitment towards the provision of sustainable comprehensive sexual and reproductive health services to women, men and young women.

This consultancy is aimed at providing technical support to MSION to assess Bauchi State's readiness to continue selected MSION's activities within the next 3-5 years and the necessary support needed to achieve a smooth transition.

3. Scope of work and Key Activities

The Lead Consultant will be responsible for the design and implementation of the baseline assessment of the requirements (technical, financial and personnel) and existing opportunities in Bauchi for transitioning specific sexual and reproductive health (SRH) activities funded by MSION to the government. The assessment will include but will not be limited to:

- A detailed SWOT analysis of MSION's current capacity to deliver against their PSS strategy, aligned with the overall vision across MSI's global partnership
- a health financing situational and political economy analysis in Bauchi State,
- an analysis of the fiscal space available to transition selected partner funded SRH activities to the government and
- an institutional capacity assessment of MSION and Bauchi State Ministry of Health (SMOH) and State Primary Health Care Development Agency (SPHCDA) to drive the transitioned activities. Based on the findings of the above assessments, the Lead Consultant will develop a roadmap for implementing the PSS strategy in Bauchi state.

The Lead Consultant will identify **one additional consultant (preferably based in Bauchi)** to be approved by Options who they will work with to achieve the objectives of this assignment. The additional costs for the consultant is excluded from the Lead

Consultant's daily rate and will be approved and reimbursed directly to the supporting consultant upon satisfactory completion of the deliverables submitted by the Lead Consultant

Key activities for the Lead Consultant, divided into 4 key steps, are:

1. Understanding MSI and MSION's PSS vision and goals for this assignment

- Review MSI Reproductive Choice's PSS strategy and latest guidance and resources to understand the overall vision for PSS across the global partnership.
- Review MSION's PSS strategy in Bauchi state, the implementation approach and the status of implementation; and the requirements (technical, financial and personnel). The Lead Consultant will work with MSION to understand their public sector strengthening (PSS) strategy, the extent to which Bauchi government stakeholders have been oriented on the strategy and estimate the technical, financial and personnel requirement to transition selected number of MSION supported sites to the SMoH and the SPHCDA through a phased approach.

2. Identifying opportunities and challenges

- Conduct an assessment of opportunities and platforms that can be leveraged to integrate MSION's data and processes into existing government systems and encourage the use of the evidence to advocate for sustainable improvements and to promote service delivery decisions and outcomes. The consultant will identify the various data systems used for collecting and storing sexual and reproductive health (SRH) data in the state and the opportunities for integrating partner (MSION) generated data into these existing data systems. They will also explore potential decision-making forums where this data can be used to inform decisions to improve SRH services in the state. A combination of desk-reviews and interviews with the M&E director and officers at the SMOH and SPHCDA, selected members of the M&E TWG, etc could help to provide these information
- Identify opportunities to build on the existing MSION's PSS strategy in line with MSI's latest thinking and guidance on PSS. For example, this might include identifying opportunities and approaches for MSION data to be used for decision-making by SMoH and SPHCDA.
- Adapt and refine Options' existing tools and undertake a health financing situational and political economy analysis in Bauchi state. This will include an analysis of:
 - The state health and SRH/FP budget (allocation, releases, and expenditure) in the last five years, the bottlenecks to increasing health and SRH/FP budget allocation –including fiscal, technical, and political barriers
 - The political economy to identify the key decision makers and influencers, existing accountability mechanisms, health financing platforms and

windows of opportunity that can be leveraged to advocate for increased public sector investment in FP/SRH

- The fiscal space to increase government investment in SRH/FP to cover some services/activities currently undertaken by MSION

3. Assess existing institutional capacities to achieve MSI/MSION's PSS goals

- Conduct an assessment of the institutional capacity of MSION to drive the PSS strategy implementation in Bauchi State. Having understood the aim of MSION's PSS strategy and the wider PSS vision for MSI Reproductive Choices, the Lead Consultant will assess the organizational capacity of MSION to support the government throughout the transition process and note any gaps that needs to be addressed for successful implementation of the PSS strategy.
- Conduct a capacity assessment of Bauchi SMOH and the SPHCDA, to better understand capacity gaps that need to be strengthened to be able to sustain selected MSION initiatives in the state. This will require engaging and interviewing at least 10 staff of the SMOH including the Honorable Commissioner for Health, the Director Reproductive Health and FP, Director M&E amongst others to understand the available institutional capacity that exists at the MoH to take-on selected MSION's activities

4. Develop draft roadmap for PSS in Bauchi with an implementation plan for 2023

- Develop a draft roadmap for transitioning selected MSION activities to Bauchi State Government. From the results of the baseline assessments conducted, the Lead Consultant will develop a draft transition roadmap with clear action steps that need to be taken from January 2023 – November 2023 for Bauchi State to take-on the selected activities from MSION.

4. Deliverables

The Consultant is expected to complete and submit the following **eight** deliverables, as specified in the Timeframe and Deliverable schedule in section 5:

- 1) Baseline assessment report of MSION's PSS strategy, implementation approach and status in Bauchi state
- 2) Estimates of the technical, financial and personnel requirements to transition selected MSION's activities/services to Bauchi SMOH and SPHCDA
- 3) Report outlining recommendations to build on or adapt MSION's PSS strategy including a SWOT analysis report of the key thematic areas
- 4) Report including an assessment of the available SRH data systems in Bauchi and guidance on how to integrate MSION's data into specific systems as well as opportunities to use the data for decision-making by SMOH and/ SPHCDA

- 5) HF situational and political economy analysis report for Bauchi state and the assessment tools
- 6) Report of the organizational capacity assessment conducted for MSION including strengths and capacity gaps to be addressed and recommendations
- 7) Report of the organizational capacity assessment conducted for Bauchi SMOH including strengths and capacity gaps to be strengthened
- 8) A draft roadmap and implementation plan for executing MSION's PSS strategy in Bauchi state from January 2023 – November 2023

All the deliverables are to be submitted to and approved in writing by CIFF Step-up Project **Senior Consultant, Health Systems and Financing** and copy **Technical Director**, as well as the **Principal Consultant, Health Systems Strengthening and Resilience**.

5. Timeframe and Deliverables Schedule

The Consultant is expected to complete the assignment, following the timeframe and deliverable schedule specified in the table below:

Timeline	Level of Effort (days)	Activities	Expected deliverables	Due date
July – August	12	Review MSI Reproductive Choice's PSS global strategy as well as MSION's PSS strategy in Bauchi state, the implementation approach, the status of implementation and the requirements (technical, financial and personnel)	1) Baseline assessment report of MSION's PSS strategy, implementation approach and status in Bauchi state 2) Estimates of the technical, financial and personnel requirements to transition selected MSION's activities/services to Bauchi SMOH and SPHCDA	August 31 st , 2022
August-September 10 th	5	Conduct a SWOT analysis outlining opportunities and barriers to implementing key	3) Report outlining recommendations to build on or adapt MSION's PSS strategy	September 10 th , 2022

		components of MSI's PSS for HSS vision (eg data for decision-making, civil society partnerships, health financing, etc)	including a SWOT analysis report of the key thematic areas.	
September 1 st –14 th	5	Building on the SWOT analysis, conduct a detailed assessment of opportunities and platforms in Bauchi State that can be leveraged to integrate MSION's data and processes into existing government systems and to use this data for decision making	4). Report including an assessment of the available SRH data systems in Bauchi and guidance on how to integrate MSION's data into specific systems as well as opportunities to use the data for decision-making by SMOH and/ SPHCDA	September 14th
September 10 th – October 10 th	12	Adapt Options' tools and conduct a health financing situational and political economy analysis in Bauchi state	5). HF situational and political economy analysis report for Bauchi state and the assessment tools	October 10 th , 2022
October 10 th – November 10 th	5	Conduct an assessment of the Institutional capacity of MSION to drive the PSS strategy implementation in Bauchi State	6). Report of the organizational capacity assessment conducted for MSION including strengths and capacity gaps to be addressed and recommendations	November 10 th , 2022
October 10 th – November 8 th	8	Conduct a capacity assessment of Bauchi SMOH and SPHCDA, to better understand capacity gaps that need to be strengthened to be able to sustain	7). Report of the organizational capacity assessment conducted for Bauchi SMOH and SPHCDA including strengths and capacity gaps to be strengthened	November 8th, 2022

		selected MSION initiatives in the state		
November 9 th – 30 th , 2022	10	Develop a roadmap for transitioning selected MSION activities to Bauchi State Government and for contributing to health systems strengthening in line with MSI Reproductive Choice's PSS vision.	8) A draft roadmap and implementation plan for executing MSION's PSS strategy in Bauchi state from January 2023 – November 2023	November 30 th

6. Consultant Requirement

Options is seeking a Lead Consultant with the following qualification/expertise/skills:

Qualification

- Post-graduate qualification in Public Health, Health Economics or related field

Expertise/skills:

- Technical expertise in health financing, health systems strengthening, and accountability, with knowledge of political economy analysis (PEA), fiscal space analysis (FSA) and organizational capacity assessment (OCA)
- Proven ability to develop relationships with state government and health MDAs. Experience working with Bauchi State government is an added advantage
- Familiarity with Nigeria's health financing system.
- Experience conducting applied political economy and health financing analysis
- Proven ability to facilitate workshops or focus group discussions to generate information and create discussion
- Experience conducting qualitative research with a range of stakeholders
- Demonstrated ability to integrate, synthesize and communicate complex ideas verbally, in writing and in other visual formats.

Experience:

- At least 8-10 years of relevant experience of working on health financing in lower middle-income countries
- Experience in health system strengthening (HSS), Key Informant Interviews (KIIs), including data collection, analysis, and report writing
- Experience working with the national, state, or local governments in Nigeria is an advantage, particularly experience in Bauchi state