

PO 7472 Contract Section 3

TERMS OF REFERENCE

‘Resilient Zero Laboratory Strengthening programme, Sierra Leone’.

Introduction

On 7th November 2015, 19 months after the first case of the world's worst Ebola outbreak was reported in West Africa, Sierra Leone was officially declared free of Ebola by the World Health Organisation (WHO). In line with WHO guidelines, Sierra Leone maintains a system of heightened surveillance for a further 90 days after being declared ‘Ebola free’. In addition, the country will continue to test all dead bodies for Ebola (at least until 30 June 2016) and male survivors will be able to have their semen tested for Ebola and to receive counselling to reduce the risk of sexual transmission under ‘Project Shield’. Sierra Leone’s laboratories will play an essential role in both the continued surveillance and in Project Shield. Ultimately, the laboratories will form a vital part of an Integrated Disease Surveillance and Response system for control of Ebola, other haemorrhagic fevers, and communicable diseases. 2016 will be crucial to ensure that the Ministry of Health and Sanitation (MoHS) has the capacity to effectively respond to future outbreaks of Ebola and/or other communicable diseases with epidemic potential.

This Terms of Reference is for the service provider to support strengthening Sierra Leone’s laboratory system through technical assistance, data management and ‘problem-solving’ support to Ministry of Health and Sanitation (MoHS) and District Health Management Teams (DHMTs). The project will build upon the achievements made through the ‘Laboratory Project’ by sustaining vital activities and continuing collaboration with MoHS and other partners, as per annex C.

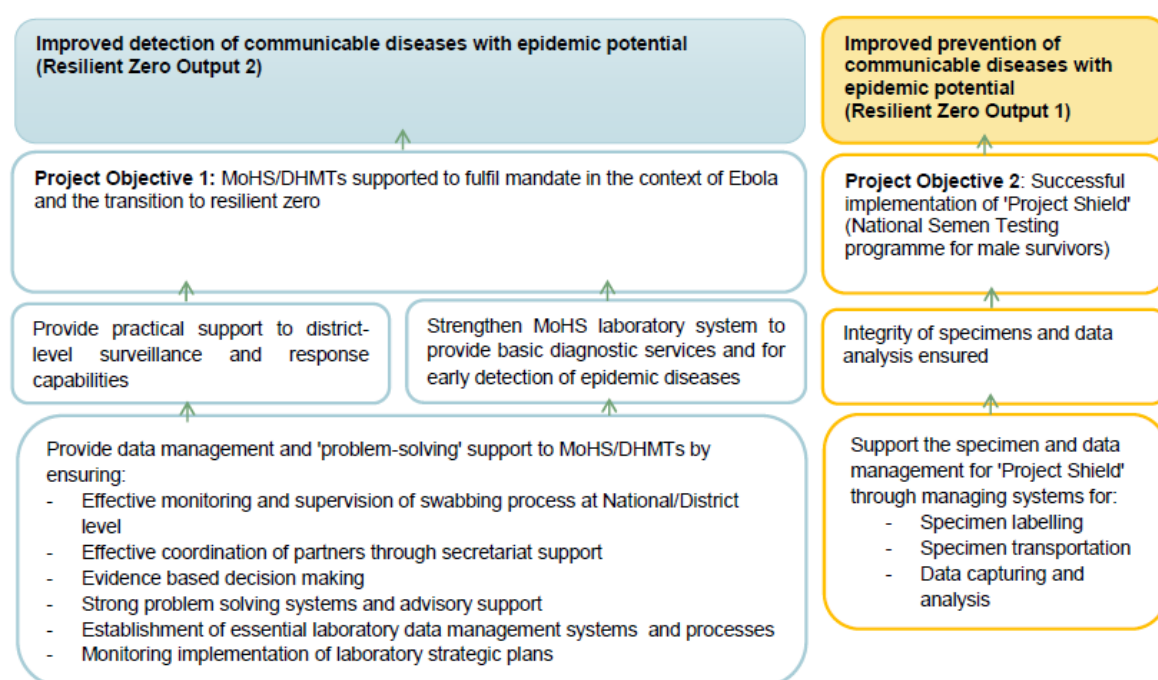
Purpose and Approach

The Service Provider will contribute to maintaining Sierra Leone’s Ebola free status through strengthening the laboratory system between 1st January and 30th September 2016, under DFID’s ‘Resilient Zero’ programme. The Service Provider will build upon results achieved, lessons learned and networks built throughout the Sierra Leone Laboratory Project.

During the next few months the national laboratory system will undergo significant changes, with many Ebola labs closing down and services moving to mainstream healthcare facilities, while also needing to maintain critical Ebola surveillance activities such as swabbing and live testing. It is absolutely crucial that the sample transport and reporting systems continue to operate effectively during this time, as this is the way we will detect future Ebola cases.

Results and alignment to resilient zero objectives are detailed below:

Approach alignment to Resilient Zero Programme Objectives and Outputs:



Activity framework and time schedule:

Objectives	Proposed activities extension (Jan - Dec '16)	Phase I			Phase II			Phase III
		Jan	Feb	Mar	Apr	May	Jun	July-Sept
1. Data management and 'problem-solving' support to MoHS/DHMTs	1.1 Provide secretariat support to ensure effective partner coordination capacity at MoHS	x	x	x	x	x	x	x
	1.2 Providing up-to-date and actionable data (e.g. 'live analysis') to MoHS and DHMTs for immediate evidence-based problem solving	x	x	x	x	x	x	x
	1.3 Provide data management, communication and problem-solving support to laboratories through LLOs	x	x	x	x	x	x	
	1.4 Phase out and hand-over of the Options' data management role to MoHS	x	x	x	x	x	x	x
	1.5 Provide advice on efficient transport of specimen	x	x	x	x	x	x	
	1.6 Specimen transport courier oversight and specimen management coordination support in all districts with high volume of samples	x	x	x	x	x	x	
	1.7 Establish and implement systems at DHLS and DHMTs for monitoring implementation of Strategic Lab Improvement Plans	x			x			x
	1.8 Establish basic laboratory data management system for standardised data reporting by diagnostic laboratories to DHLS	x	x	x	x	x	x	x
2. Support the specimen and data management 'Project Shield' (National Semen Testing programme for male survivors)	2.1 Develop specimen labelling forms and system including patient and specimen tracking mechanism.	x	x		x			x
	2.2 Manage specimen transportation	x	x	x	x	x	x	x
	2.3 Data management and analysis	x	x	x	x	x	x	x
3. Additional: Western Area Specimen Transport *	3.1 (Additional) Western Area specimen transport		x	x				

* This activity was added upon request by DFID on 04/02/2016, which includes 4 drivers, 2 additional couriers and fuel/maintenance for 4 vehicles, until 31st March.

Results Framework:

Objectives	Results	Phase I (Jan-Mar)	Phase II (Apr - Jun)	Phase III (July-Sept)	Means of verification
1.1 Data management and 'problem-solving' support to MoHS/DHMTs in the context of Ebola and the transition to resilient zero.	Turnaround time at laboratories (from arrival/test result released) is kept below 24h				LLO weekly data analysis
	Weekly 'live analysis reports' with bottlenecks/recommendations provided to MoHS and partners. Analysis will include tracking of end-to-end turnaround time (i.e. from specimen collection to communication of results for both swab and semen samples) for each district and Ebola testing laboratory.				Weekly TAT data presentations and 'live analysis reports
	Weekly reporting of National/District swabbing volume (alerts vs dead bodies swabbed)				
	MoHS has capacity to perform data management function during health emergencies				Data management review reports
	Evidence of issues identified and resolved across the end-to-end specimen management system				Issues identified and resolved reported in weekly flash reports
	Implementation of Lab Strategic Plans successfully tracked through an evidence-based approach				Hospital Laboratory Score Cards, LIT dashboards
	Laboratory data received from hospital laboratories on a monthly basis				DHLS Laboratory Data
2.1. Support the specimen and data management for 'Project Shield'	Weekly analysis of 'project shield' data submitted to MoHS, DFID and project partners				Project Shield weekly data analysis reports
	Sufficient specimen labels and forms are available at clinics and laboratories at all times.				
	Data analysis shows transportation of specimen from collection site to laboratory within 24 hours.				

Budget

The budget is based on indicative maximum resources needed for the 9 month period. Invoices for actual costs and days billed to DFID will be reviewed to ensure they provide good value for money for local and international staff, transport and other costs.

Methodology and Reporting

The Service Provider will issue summary narrative reports to DFID on a quarterly basis. Each quarterly report will include an Action Tracker. An example is provided in Annex D. The Service provider will issue a weekly email summary of progress against each objective.

To ensure strategies remain appropriate in a fast changing context, the Service provider, in collaboration with DFID, will review the project workplan every quarter. The Service Provider will also perform a more in-depth review of the project after 6 months, to ensure activities are designed to deliver optimal results in the current context, and to make sure that project interventions are aligned to the objectives and implementation strategies of the upcoming DFID RMNCH project.

A final report of the project will be submitted to DFID at the close of the project.

The service provider will report to DFID for monitoring purposes and for agreeing deliverables.

Proposed Dates and Duration

The contract is for: **1st January 2016 to 30 September 2016**

Duty of Care

The Supplier is responsible for the safety and well-being of their Personnel (as defined in Section 2 of the Contract) and Third Parties affected by their activities

under this contract, including appropriate security arrangements. They will also be responsible for the provision of suitable security arrangements for their domestic and business property.

DFID will share available information with the supplier on security status and developments in-country where appropriate. The Supplier is responsible for ensuring appropriate safety and security briefings for all of their Personnel working under this contract and ensuring that their Personnel register and receive briefing as outlined above. Travel advice is also available on the FCO website and the Supplier must ensure they (and their Personnel) are up to date with the latest position.

The Supplier is responsible for ensuring that appropriate arrangements, processes and procedures are in place for their Personnel, taking into account the environment they will be working in and the level of risk involved in delivery of the Contract (such as working in dangerous, fragile and hostile environments etc.).

The supplier commits they will be fully responsible for Duty of Care in line with the risk matrix at Annex A below and the Ebola and non-Ebola healthcare and medevac notes for Sierra Leone that will be given to them. They also commit that:

- They fully accept responsibility for Security and Duty of Care.
- They understand the potential risks and have the knowledge and experience to develop an effective risk plan.
- They have the capability to manage their Duty of Care responsibilities throughout the life of the contract.

Annex A

DFID - Summary Risk Assessment Matrix: Sierra Leone

Date of assessment: 04th February 2016

Theme	DFID Risk Score
Country/Region	Sierra Leone
OVERALL RATING¹	3
FCO travel advice	3
Host nation travel advice	N/A
Transportation	4
Security	2
Civil unrest	3
Violence/crime	3
Terrorism	2
War	1
Hurricane	1
Earthquake	1
Flood	2
Medical Services	3 ²

1 Very Low risk	2 Low risk	3 Med risk	4 High risk	5 Very High risk
Low		Medium	High Risk	

¹ The Overall Risk rating is calculated using the MODE function which determines the most frequently occurring value.

² In Freetown only. Outside of Freetown the risk rating is 4

Annex B

Communication matrix

ANNEX C

Activity table – Options support to laboratories in Sierra Leone

Continued/changed under Resilient Zero
End of activity

Activity table - Options support to laboratories in Sierra Leone				
Continued/changed under Resilient Zero				
End of activity				
Oct - Dec '15 activities, Sierra Leone Laboratory Project				
Objectives	Strategic interventions	Activities extension (Oct - Dec '15)	Related activity 'Resilient Zero' 2016	Change
1. LTWG supported to fulfil its mandate in the context of Ebola and the transition to zero incidence.	1a. Provide administrative, data management and 'problem-solving' support to LTWG to ensure reduction of turnaround time for laboratory test results	Administrative support through Secretariat Advisors	1.1 Provide secretariat support to ensure effective partner coordination capacity at MoHS	Instead of two, there will be one Secretariat Advisor, whose support will transition from LTWG to MoHS (as the main body who provides the coordination and stewardship function to the response).
		Continue to provide up-to-date and actionable data (e.g. 'live analysis') to LTWG, identify bottlenecks, provide recommendations and implementation support to ensuring faster turnaround times (e.g. re-routing of samples and transitioning).	1.2 Providing up-to-date and actionable data (e.g. 'live analysis') to MoHS and DHMTs for immediate evidence-based problem solving	Options support in this area will continue and be strengthened further. 'Two M&E Officers will be recruited for to make sure that current data management processes are strengthened. Underlying reasons behind identified 'problems' in the system, are identified and presented immediately to ensure swift action.
		LLOs continue data management and coordination support to all Ebola testing laboratories.	1.3 Provide data management, communication and problem-solving support to laboratories through LLOs	In addition to current LLO support, we will work to define LLOs long term role and will work with MoHS to ensure that they will have a permanent role as part of the broader medical laboratory system.

		Specimen transport courier oversight provided in Western Area (continued and scaled up)	1.6 Specimen transport courier oversight and specimen management coordination support in all districts with high volume of samples	This activity has been integrated in a broader effort to address specimen management issues through enhanced field coordination, particularly at central collection points where samples are delivered to before transportation to an Ebola testing laboratory.
		Develop and implement agreed plan for phasing out Options support to LTWG	1.4 Phase out and hand-over of the Options' data management role to MoHS	We will be working on a broader close out and sustainability strategy, which 'phase out support to LTWG' will be a component off. Considering that the strategy should incorporate our sustainability approaches for the coming year too, this strategy will be part of the 2016 project. As part of this strategy, we will be building the capacity of MoHS staff, to reduce future reliance on external support
2. Stewardship function of the Directorate of Hospitals and Laboratory Services strengthened	2a. Provide strategically packaged evidence to support the design of the National Laboratory Strategic plan and develop a tool to monitoring its implementation	Provide evidence in easily accessible formats to inform the laboratory strategic planning process and provide technical advisory support to the development of the National Strategic Plan for Laboratory Services throughout the duration of this project	Completed - end activity	
	2b. Embedded placement of long term TA in Directorate of HLS, to support use of evidence for strategic decision making	Use Assessment data to come up with detailed (facility level) 'gap analysis', identifying laboratories that most urgently need support to meet minimum standards	Completed. This activity was amended to develop a 'laboratory capacity baseline' was developed instead (in traffic light format), as requested by MoHS. End activity.	
		Provide MOHS with logistical support implementation of recommended actions to strengthen laboratories.	Completed. End activity	
		Agree on indicators and develop tools to establish a Laboratory Improvement Tracking.	Completed. This activity was amended as the National Laboratory Strategy was not completed in 2015. Instead we have developed Laboratory Capacity Score Cards, through which improvements can be tracked.	

3. Other/additional	End of programme documentation	Project tools, achievements and lessons learned documented.	An end-of-project report will be submitted to DFID on 29th January	
	100% swab project	Additional activity. Identification of issues and agree on solution to ensure all dead bodies in the country are tested. With DFID permission, Options/WHO/MoHS data collectors were sent to the field with a data collection tool in December '15. Data was entered in a database, analyzed, reported and presented to DFID, MOHS and other partners.	5.1.2 Deliver up-to-date and actionable data (e.g. 'live analysis') to MoHS and DHMTs for immediate evidence-based problem solving. 5.1.6 Specimen transport courier oversight, supervision of swabbing processes and specimen management coordination support in districts with high volume of samples	This activity has been integrated to be part of Options overall efforts to address issues in the swabbing process that reduce turnaround of Ebola test results.
	Project shield	Additional activity. With DFID permission, Options started providing the following support to Project Shield in December '15 (covering Western Area, Port Loko, Bombali): specimen transportation, development/printing/distribution data forms and labels, data collection and preliminary analysis.	2. Support the specimen and data management 'Project Shield' (National Semen Testing programme for male survivors)	Scale up of support to project shield (in areas of: specimen transportation, specimen labelling, data management)

Oct - Dec '15 activities, Sierra Leone Laboratory Project

Objectives	Proposed activities extension	
	(Jan - Dec '16)	Type activity
1. Data management and 'problem-solving' support to MoHS/DHMTs	1.1 Provide secretariat support to ensure effective partner coordination capacity at MoHS	Amended activity previous project
	1.2 Providing up-to-date and actionable data (e.g. 'live analysis') to MoHS and DHMTs for immediate evidence-based problem solving	Amended activity previous project
	1.3 Provide data management, communication and problem-solving support to laboratories through LLOs	Amended activity previous project
	1.4 Phase out and hand-over of the Options' data management role to MoHS	Amended activity previous project

	1.5 Provide advice on efficient transport of specimen	Amended activity previous project
	1.6 Specimen transport courier oversight and specimen management coordination support in all districts with high volume of samples	Amended activity previous project
	1.7 Establish and implement systems at DHLS and DHMTs for monitoring implementation of Strategic Lab Improvement Plans	New activity
	1.8 Establish basic laboratory data management system for standardised data reporting by diagnostic laboratories to DHLS	New activity
2. Support the specimen and data management 'Project Shield' (National Semen Testing programme for male survivors)	2.1 Develop specimen labelling forms and system including patient and specimen tracking mechanism.	Amended activity previous project
	2.2 Manage specimen transportation	Amended activity previous project
	2.3 Data management and analysis	Amended activity previous project

ANNEX D
Example of Action Tracker

Annex 1: Action Tracker Planned actions (as in previous monthly report)	Actions this month	Next actions
Rapid Laboratory Capacity Assessment Report finalised	Rapid Assessment Data is used to inform the National and District level Laboratory Strategies.	Make sure Laboratory Improvement Indicators are agreed to track progress as a result of implementation of these plans.