



Strengthening Public Health Laboratory Systems in Uganda



Terms of Reference for a consultant to undertake the development of Uganda National Accreditation Services’ Strategic Plan

1. Overview

Need	To develop a Uganda National Accreditation Services’ Strategic Plan that will provide a roadmap to implementation of accreditation services across its schemes of service and support realization of strategic objectives.
Work Description	Desk review and synthesize Uganda accreditation related policies and documents along the document hierarchy eg: The Uganda National Accreditation policy, Accreditation Services Act, 2021, UGANAS Quality Manual, operational procedures and policies and other related accreditation body Strategic plans, stakeholder’s engagement and consultative meetings to discuss country context, strategic plan development and/or documentation, presentation/sharing developed plan to the UGANAS committee and finalization based on review.
Contracting Organization	Joint Clinical Research Centre
Project Title	Strengthening Public Health Laboratory Systems in Uganda
Duration	60 days
Expected Start	3 rd -May -2023

2. Introduction

The Joint Clinical Research Centre (JCRC) is an autonomous organization that was established in 1991 as a limited liability not-for-profit joint venture between the Uganda Ministry of Health (MoH), Ministry of Defence and Makerere University Medical School (now Makerere College of Health Sciences). The Centre conducts medical research and training, provide equitable and Sustainable HIV/AIDS care and other health care services in Uganda and internationally.



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Strengthening Public Health Systems in Uganda (SPHLS), a project under the directorate of programs directly feeds into the goal “To lead development, coordinate and support delivery of diversified health programs to match the changing local and global health priorities”.

SPHLS is a five-year project awarded to JCRC by PEPFAR-CDC. This grant is intended to support government of Uganda through the department of National Health Laboratory Diagnostic services (NHLDS) to strengthen laboratory systems and establish Sustainable diagnostic optimized networks and partnerships for integrated HIV related testing, disease surveillance and outbreak investigations in Uganda.

The project is implemented through a cooperative agreement with Centre for Disease Control and Prevention (CDC) in collaboration with Ministry of Health- Uganda. The project implements activities under its four strategic objectives:

- I. Strengthen the Quality of laboratory Services by supporting NHLDS implementation of quality management system using SLMTA and SLIPTA tools and processes to ensure accreditation of laboratories to ISO 15189: 2012 & ISO 17025.
- II. Capacity building for equipment maintenance and biosafety cabinets at the regional and national levels to ensure uninterrupted service delivery due to equipment breakdown.
- III. Support NHLDS in implementation of the National laboratory waste management policy and implementation plan; including conducting Biorisk assessment
- IV. HIVDR testing and support towards the National Tuberculosis Reference Laboratory (NTRL) in implementation of the National EQA scheme for TB and maintenance of the negative pressure



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There a number of activities designed to achieve the above strategic objectives and the development of the Uganda National Accreditation Services (UGANAS) strategic plan is a key activity under strategy 1.

UGANAS is a sole Accreditation Service Agency mandated by the Accreditation Services Act 2021, No. 2021 under Ministry of Trade, Industry and cooperatives. UGANAS shall be an Apex Body for accreditation that is envisioned to strengthen the National Quality Infrastructure (NQI), alongside the other pillars; The national Standards Body and National Metrology Institute as pronounced in the National Standards and Quality policy,2012. The functions of UGANAS among others will include:

- i. Provide accreditation services to
 - Testing/ calibration laboratories
 - Medical testing and Diagnostic Laboratories
 - Inspection bodies
 - Certification bodies (Management systems, products, services, persons etc) and
 - Verification and validation services according to the relevant international standards and ILA/IAF guidelines
- ii. Establish and maintain a register/database of all accredited bodies and persons in the country.
- iii. Promote the use of accredited persons and conformity assessment bodies to facilitate trade.
- iv. To initiate, negotiate, conclude and maintain mutual recognition agreements with other national, regional and international accreditation bodies/corporations on all aspects of accreditation.
- v. Collaborate and participate in regional and international accreditation bodies/corporations.

2.1. Background

The National Health Laboratory Diagnostic Services (NHLDS), Ministry of Health has been Implementing the SLIPTA/ SLMTA program since 2010. This program entailed several activities; trainings, Laboratory assessments, mentorships coupled with quality improvement projects implemented by facilities enrolled in the program. This program was aimed at improving quality of laboratory services in public health facilities and eventually lead them to international accreditation. The SLIPTA/ SLMTA program gained support from Ministry of Health, regional and District Health teams; and Implementing Partners with funding from development partners like PEPFAR. To date, the country has over 48 health laboratories recognized for



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international accreditation. Ministry of Health with support from JCRC is committed to ensuring improvements towards accreditation for more laboratories as well as maintain quality standards in the already accredited facilities. However, the country is mindful of sustainability strategies to maintain and ensure continuous provision of quality laboratory services.

In addition, trade and industrial development in goods and services is at the ‘‘heart’’ of gross national development (GDP) of the country for goods and services to access the market, they must meet the Market requirements which are determined by internationally recognized conformity assessment test reports and certificates, through accreditation.

2.2. Problem statement

Currently, conformity assessment bodies, which include medical laboratories, testing laboratories, certification, inspection and verification service providers seek accreditation services from foreign accreditation bodies such as South African National Accreditation Services (SANAS) and Kenya National Accreditation Services (KENAS). The accreditation cost from foreign bodies is too expensive and unsustainable. Currently, Uganda does not have a functional national accreditation system that could provide the services at a cheaper and affordable cost to the available Conformity Assessment Bodies (CABs). The lack of accreditation is the missing link of the country’s needed national quality infrastructure to ensure our production and management practices and processes are in accordance with international best practices/standards

2.3. Justification

UGANAS operationalization has huge impact to ensure the sustainability of the accredited CABs and support others to attain recognition for quality services. In addition, the high cost of accreditation services has translated into the country’s products failing to access global markets with increased rejections of the products due to failure to meet the market requirements and standards. To operate in the public interest across all market sectors, accreditation determines the technical competence, reliability and integrity of conformity assessment services which are recognised internationally.



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With the above justification, JCRC seeks to recruit a consultant with experience and expertise in development of strategic plans for National and International organizations, knowledge of operations of accreditation and certification bodies and implementation of business plans. The consultant shall be responsible for accomplished of the tasks outlined in section (4) of this TOR.

3. Scope of Work

3.1. Time scope

The project must be implemented within thirty (60) days/ two months

3.2. Scope of services

The scope of services will include but not limited to the following:

- I. Undertake desk review/ study of Ministry of Health policies, strategic plans and guidelines related to quality Assurance, quality improvement and sustainability plans for laboratory services in the country.
- II. Undertake desk review/ study of Ministry of Trade, industry and cooperatives policies and strategies including statements by the head of state to Analyze the transformational policy interventions required for an effective and efficient grain trade policy implementation strategy. Other documents review will also be vital to provide information to enrich the deliverable ie the Uganda National Accreditation policy, Accreditation Services Act, 2021, UGANAS Quality Manual, operational procedures and policies and other related accreditation body Strategic plans,
- III. Working with JCRC- SPHLS project manager and MOTIC management to conduct stakeholder's engagement and consultative meetings to discuss country context, strategic plan development and/or documentation. Following stakeholder consultations, identify strategic areas of intervention and draft strategic implementation to ensure objectives of UGANAS business are effectively achieved.
- IV. Presentation/sharing developed strategic plan to the UGANAS technical working committee, MOTIC senior management, top policy management and other stakeholders and finalise the strategic plan based on reviews or comments from the different forums.



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4. Objectives

The primary objective is to develop and finalize UGANAS strategic plan that shall provide direction for the operations of the entity.

Specific Objectives

- i. Provide technical guidance the design of the following UGANAS strategic areas (But not limited to);
 - Organization and Management of entity
 - Human resource capacities, development, recruitment, and sustenance
 - Regulatory and legal frameworks
 - Financing and resource mobilization
 - Quality systems strengthening and maintenance.
 - Information management and utilization
 - Monitoring and evaluation
 - Training, Research and development
 - UGANAS business agenda for substance of services provided by the entity

5. Methodology

The consultant will develop a suitable strategic plan for UGANAS; through conducting document review and analysis of content in existing national laboratory plans, policies, guidelines, and country statements,



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hold consultative meetings with stakeholders and organizing writing workshops with UGANAS technical working groups and other key experts in accreditation systems.

6. Duration and Timeframe

This consultancy assignment will take sixty working days from the commencement date of the consultancy.

7. Inputs

- **Stationery and Communications:** The Consultant will be required to manage their own local communications and/or internet. These costs should be included in the lump sum fee in their financial proposal.
- **Accommodation:** All accommodation costs and other living expenses will be covered within the consultancy fee
- **Office space and facilities:** The consultant is expected to work at the JCRC project offices or MOTIC UGANAS offices or remotely using her/his own computer and other means of communications and will have access to printer to print only documents related to the assignment.

8. Deliverables

- Inception Report
- Final Strategic implementation plan submitted to JCRC-SPHLS, NHLDS and MOTIC
- Final Assignment report and strategic submitted to JCRC-SPHLS, NHLDS and MOTIC

9. Reporting

The consultant will report directly to the Programme Manager- JCRC-SPHLS project. The consultant shall provide weekly progress reporting of activity to the program Manager. The program manager will in turn update the Principle investigator of the project, funder and other stakeholders at Ministry of Trade, Industry and cooperatives (MOTIC) and NHLDS



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10. Reequipments for Experience and Qualification

1. Demonstrate knowledge and experience in conducting need assessments development of Institution strategic plans, National policies, implementation guidelines and Institution business plans.
2. Must have knowledge and expertise in accreditation services implementation, training related to accreditation services and ISO standards guiding management and operations of accreditation entities.
3. Excellent writing, editing skills.
4. Excellent oral communication skills
5. Fluency in writing and speaking in English.
6. At least 5-7 years of prior work experience in the field of strategies and policy development, training, provision or mentoring in accreditation and certification services, quality improvement and/or monitoring services.
7. Demonstrated experience and skills in managing stakeholder/working group consultations.
8. Good knowledge in national and international trade regulations.

11. Required documents.

When submitting the technical Proposal, the applicant shall, in particular ensure to attach the following: Profile of the consultant (max 2 pages) explaining why they are the most suitable for the work, relevant experience (max 3 pages) detailed methodology, conceptual framework with expected deliverables and timelines, man days required (3-5 pages) and recent CV

12. Financial Proposal

The financial proposal shall specify a total lump sum amount (including a breakdown of costs for fee, travel, and number of working days). Payments will be made in instalments based upon key outputs, i.e. upon delivery of the services specified in the TORs.

40% on signing the contract and submission of an initiation report including work-plan and methodology for the assignment (in English).



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15% on completion review and update of stakeholder inputs following a series of stakeholder consultative meetings.

45% on submission of final document (soft and printable copy) plus reference documents

13. Evaluation

The weighted average basis will be applied to evaluate the applicant, the award of the contract will be made to the consultant whose offer has been evaluated and determined as:

- Responsive/compliant/acceptable
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

Technical Qualification (100 points) weight; [70%], Financial Proposal (100 points) weight; [30%]

14. How to send Bid or proposals

Interested eligible bidders may submit their proposal through email (only technical and financial proposal) detailing the individual costs for carrying out the assignment as well as the consolidated cost along with documents to support qualification and experience.

15. Language of bid

The bid plus all correspondence and documents relating to the bid shall be written in English language.

16. Currencies of bid

All financial information should be provided in Uganda shillings.

17. Period of validity of bid

Bids shall remain valid for the period of 30 days after the date of bid submission. A bid valid for a shorter period shall be rejected by the Purchaser as non-responsive.



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18. Bid Format and Signing

The Bidder shall prepare one original and one copy of the bid, clearly marking each one as "ORIGINAL BID" and "COPY OF BID," as appropriate. In the event of any discrepancy between them, the original shall govern.

19. Bid sealing.

The bids, both original and the copy is expected to be submit electronically to JCRC procurement and disposal unit; Email; wntege@jcrc.org.ug, cnambuya@jcrc.org.ug and copy in ddnakabiri@jcrc.org.ug for any more information is required.

20. Deadline for Submission of Bids

Bids must be received by JCRC procurement department at the email addresses specified above not later than – **31st-April-2023**.