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TERMS OF REFERENCE

Health System Strengthening (HSS) Consultancy

(National candidates only)

CONTRACT MODALITY	Individual Consultancy
DUTY STATION	Antananarivo, Madagascar & Office-based
DURATION OF CONTRACT	4.3 months

Purpose of Assignment

The Government of Madagascar, through the Ministry of Public Health, continues to pursue an ambitious health system strengthening agenda aimed at accelerating progress towards Universal Health Coverage (UHC), the Sustainable Development Goals (SDGs), and national commitments for maternal, newborn, child and adolescent health. Despite significant progress, the health system continues to face major structural bottlenecks, including unequal access to quality primary health care services, shortages and inequitable distribution of the health workforce, persistent supply chain constraints, inadequate health infrastructure, limited health financing, weaknesses in health information systems (DHIS2), and insufficient preparedness and response capacities for health and climate-related emergencies.

The current context is characterized by an institutional revitalization of the health sector, following the recent appointment of senior leadership within the Ministry of Public Health. This renewed governance presents an important opportunity to strengthen sector leadership, consolidate ongoing reforms and accelerate the implementation of national priorities. At the same time, this transition period requires sustained technical support to ensure continuity of interventions, safeguard program achievements and maintain alignment with Government priorities and those of development partners. As a strategic partner of the Government, UNICEF supports the Ministry of Public Health in implementing its health system strengthening agenda through an integrated approach encompassing primary health care, governance, planning, financing, human resources for health, resilience to health and climate shocks, supply chain management, health infrastructure, and health information and monitoring systems. This approach aims to sustainably strengthen national and sub-national capacities, particularly at district level as inscribed in the Rolling Workplan (RWP) 2026-2027.

Given the increasing complexity of health system strengthening interventions, the need for close technical accompaniment of ongoing reforms, and the importance of maintaining operational continuity throughout this institutional transition while addressing the shortage of staff at the Output 1 level, UNICEF seeks to recruit a national consultant for six (6) months to provide specialized technical support to the Health Section in coordinating, implementing, monitoring and documenting health system strengthening and resilience interventions.

Scope of Work

The consultant will contribute to the implementation of priority interventions under Output 1: “Health System Strengthening and Resilience to Health Shocks” of the UNICEF Madagascar Health Section Workplan. The consultancy will provide technical, strategic coordination and knowledge management support to strengthen health system performance, improve planning and governance, advance primary health care and community health, and enhance digital transformation in the health sector.

Specifically, the consultant will provide expertise and technical support in the following areas:

1. Health System Strengthening, Primary Health Care and Community Health;
2. Strategic Alignment, Policies, Governance and Sector Coordination;
3. Planning, Budgeting, Monitoring and Use of e-PTA;
4. Mapping, Operational Planning and Programme Management Support;
5. Digital Health and Health Sector Digital Transformation;
6. Reporting, Documentation, Capitalization and Knowledge Management

The consultant will be based at the UNICEF Country Office in Antananarivo. However, regular field missions will be required to support central directorates, regional health offices and districts in implementing program activities. UNICEF will cover travel costs and Daily Subsistence Allowance (DSA) in accordance with applicable procedures.

Work Assignments Overview	Deliverables/Outputs	Delivery deadline to complete the deliverable
Workplan, mapping of HSS interventions, and operational planning for the next six months. Conduct a desk review of relevant strategic, programmatic and operational documents, including the Output 1 workplan. Develop an analytical mapping of Health System Strengthening — HSS/RSS — interventions to identify areas of intervention, partners, gaps and opportunities for synergy. Provide technical support to the Manakara and Fort-Dauphin field offices in reviewing, prioritizing and planning health system strengthening activities at decentralized level, including through field support missions where required. Develop an operational workplan covering the six-month consultancy period, including activities, timelines, responsibilities and key deliverables.	Deliverable #1 Consultancy inception report, including methodology, key expected outputs and detailed six- Consultancy inception report, including methodology, key expected outputs and detailed six-month consultancy workplan. Analytics mapping of HSS interventions.	29 December 2026
Analysis of the PDSS 2026–2030 and support to regional reviews Analyze the orientations, priorities and interventions related to RMNCAH-N, Primary Health Care and Health System Strengthening in the PDSS 2026–2030, with a view to identifying strategic alignment areas for UNICEF. Support the organization and facilitation of an internal sharing session on the PDSS 2026–2030 for the UNICEF Health Section and other relevant sections. Provide technical support to health regions in	Deliverable #2 Analysis of the priorities and interventions for RMNCAH-N, Primary Health Care (PHC), and Health Systems Strengthening (HSS) outlined in the 2026–2030 Health Sector Development Plan (PDSS), including a technical note on UNICEF's strategic alignment and engagement priorities.	19 January 2027

the preparation, organization and conduct of regional reviews, including field missions where required.		
Bottom-up planning at all levels and support to the e-PTA Support health regions in developing their 2027 Annual Workplans (PTA) in line with national bottom-up planning guidelines. Support the Health Specialist, DEPSI and DAAF in the technical preparation of orientation sessions for Project Officers in the field (POT) and Chiefs of Field Offices (CFO) on public health planning, CSB reforms, budget programming and the use of the e-PTA. Contributes to the revision, structuring and finalization of the MSANP e-PTA 2.0 guide, ensuring alignment with planning, budgeting and monitoring and evaluation processes.	Deliverable #3 Revised and consolidated MSANP e-PTA 2.0 guide. Summary note on support provided to the development of the 2027 regional PTAs.	9 February 2027
Primary Health Care, including community health Contribute to the development of the national Primary Health Care manual, ensuring consistency with national policies, quality standards and relevant international guidance. Support the update of the terms of reference / service package of Basic Health Centres (CSB) by integrating a Primary Health Care approach focused on service quality, equity and continuity of care. Contribute to the revision of the terms of reference / mandate of District Public Health Services (SDSP) to strengthen their role in supervision, coordination and monitoring of PHC at district level.	Deliverable #4 Revised or consolidated national Primary Health Care manual.	2 March 2027
Sector coordination and support to the Health System Strengthening Committee (CRSS) Review and revise the terms of reference of the CRSS sub-committee on service delivery, ensuring coherence with national priorities and sector coordination mechanisms. Organize and facilitate working sessions with the Directorate General for Health Care Provision (DGFS) to consolidate the terms of	Deliverable #5 Revised and consolidated terms of reference of the CRSS Service Delivery sub-committee. Internal guidance note on UNICEF's role in the CRSS Service Delivery sub-committee.	23 March 2027

reference of the Service Delivery sub-committee. Develop an internal guidance note for the different units of the UNICEF Health Section, clarifying roles, expected contributions and positioning opportunities for UNICEF as co-lead of the sub-committee. Represent Output 1 in CRSS sub-committee meetings, as requested and upon request from the Health Section.		
Digital health and digital transformation of the health sector with focus on community health Contribute to strategic reflection, technical design and implementation support for community health digitalization initiatives. Participate in field missions related to the digitalization of community health and the consolidation of the master list of Community Health Workers (CHWs). Represent Output 1 in internal, intersectoral or partner meetings with Technical and Financial Partners and the MoH (MSANP) on community health digitalization, including discussions related to the iHRIS application. Document progress, challenges, harmonization needs and operational recommendations related to the digital transformation of the health sector.	Deliverable #6 Technical report on the digitalization of community health	13 April 2027
Consolidation of results, capitalization and knowledge management Prepare the final consultancy report, consolidating activities carried out, key results, deliverables produced, challenges encountered, lessons learned, and strategic and operational recommendations. Organize and facilitate a restitution session with the UNICEF Health Section and, where relevant, other concerned sections. Develop a knowledge package comprising the main products, tools, technical notes, good practices and knowledge assets generated during the consultancy.	Deliverable #7 Validated final consultancy report. Restitution presentation to the Health Section and relevant sections. Knowledge package including key deliverables, tools, technical notes and materials produced.	18 April 2027

Payment Schedule:

Payment will be made on submission and acceptance of deliverables. UNICEF reserves the right to withhold payment in case the deliverables submitted are not up to the required standard or in case of delays in submitting the deliverables on the part of the consultant.

Important Notes

- Individuals engaged under a consultancy or individual contract will not be considered "staff members" under the Staff Regulations and Rules of the United Nations and UNICEF's policies and procedures and will not be entitled to benefits provided therein (such as leave entitlements and medical insurance coverage). Their conditions of service will be governed by their contract and the General Conditions of Contracts for the Services of Consultants and Individual Contractors. Consultants and individual contractors are responsible for determining their tax liabilities and for the payment of any taxes and/or duties, in accordance with local or other applicable laws.
- Contracts are conditional upon the selected candidate's willingness to comply with any current or future vaccination requirements that may be established by UNICEF, where applicable. Failure to comply with applicable vaccination requirements, where required and without an approved medical exemption by UNICEF, may result in the withdrawal of the consultancy offer or termination of the contract in accordance with the General Terms and Conditions of Contract.
- UNICEF offers reasonable accommodation for consultants with disabilities. This may include, for example, accessible software, travel assistance for missions or personal attendants. We encourage you to disclose your disability during your application in case you need reasonable accommodation during the selection process and afterwards in your assignment.

QUALIFICATIONS / SPECIALIZED KNOWLEDGE / EXPERIENCE/ COMPETENCIES (CORE/TECHNICAL/FUNCTIONAL) / LANGUAGE SKILLS REQUIRED FOR THE ASSIGNMENT

Minimum requirements:

Education:

- Advanced university degree (Master's or higher) in Medicine, Public Health, Health Systems, Epidemiology, Health Economics.

Work Experience:

- Minimum 5 years in health system strengthening or in primary health care;
- Experience working with the Ministry of Health, UN agencies, and donors;
- Experience in planning, DHIS2, monitoring, and evaluation;
- Experience in level-district/regional implementation;
- Experience in community health including community health digitalization

Knowledge/Expertise/Skills:

- Strong coordination, analytical, and report-writing skills.

Language Requirements:

- Fluency in French, Malagasy, and working knowledge of English.

Technical Proposal: Interested candidates are requested to submit a detailed technical proposal that includes

the following:

- Understanding of the assignment and context;
- Proposed methodology and approach;
- Work plan and timeline;
- Technical proposal of no more than 5 pages (FR, EN).