



TERMS OF REFERENCE

Consultancy to Assess the Viability of Transforming Selected Medical Stores into Business Units

FOCUS REGIONS

Greater Accra, Ashanti, and Volta Regions

CLOSING DATE

18 September 2026 | 23:59 pm

SUBMISSIONS

career@sendwestafrica.org

TERMS OF REFERENCE (ToR)

Consultancy to Assess the Viability of Transforming Selected Medical Stores within Teaching Hospitals in Greater Accra, Ashanti, and Volta Regions into Business Units

1. Background and Context

Ghana continues to grapple with significant adolescent sexual and reproductive health (SRH) challenges, including high rates of teenage pregnancy, limited access to youth-friendly SRH services, and gaps in the availability and affordability of essential reproductive health commodities at the health facility level. Teaching hospitals and tertiary referral institutions play a central role in delivering SRH services, including ensuring commodity security through their medical stores. However, these medical stores largely operate under constrained public financing models that limit their capacity to consistently stock essential SRH and other medical commodities. Ultimately, this undermines service continuity and the quality of care for adolescents and young people.

The Adolescent Reproductive Health and Rights (ARHR) project is being implemented by a consortium of four organisations: the Alliance for Reproductive Health Rights (ARHR), World Vision International Ghana, Marie Stopes International Ghana, and SEND GHANA, under the Government of Ghana/UNFPA 8th Country Programme. The project aims to improve adolescent SRH outcomes and strengthen humanitarian preparedness and response across seven regions of Ghana: Ashanti, Eastern, Volta, Greater Accra, Oti, Northeast, and Bono East. For this assignment, however, the consultant will focus on the Greater Accra, Ashanti, and Volta regions, specifically on teaching hospitals within the UNFPA operational regions.

As part of efforts to strengthen the sustainability and self-financing capacity of health commodity supply systems, the consortium, with support from UNFPA, seeks to explore an innovative approach to transforming selected medical stores within teaching hospitals into semi- or fully autonomous business units. It is expected that such a transformation could enhance commodity availability, improve financial sustainability, generate internally generated funds (IGF) for reinvestment, and ultimately improve access to quality SRH commodities and services for adolescents and young people. However, to achieve this, a rigorous, evidence-based viability assessment is required.

2. Rationale for the Assignment

Transforming selected teaching hospital medical stores into semi- or fully autonomous business units could strengthen commodity security, improve operational efficiency, and enhance the availability of essential SRH and other medical commodities. However, this transition requires careful consideration of governance arrangements, regulatory compliance, procurement systems, revenue management,

financial sustainability, and institutional accountability. An independent viability assessment is therefore necessary to determine whether the proposed model is technically, financially, and institutionally feasible, and to provide evidence-based recommendations to guide decision-making by the Ghana Health Service, teaching hospital management, governing boards, the ARHR consortium, and UNFPA.

3. Purpose and Objectives of the Assignment

3.1 Overall Purpose

The overall purpose of the assignment is to assess the feasibility of transforming selected medical stores within teaching hospitals in the Greater Accra, Ashanti, and Volta regions into business units, and to provide practical, evidence-based recommendations and an implementation roadmap.

3.2 Specific Objectives

- i. Assess the current operations, governance, supply chain, financing, and performance of selected teaching hospital medical stores in Greater Accra, Ashanti, and Volta regions.
- ii. Examine the regulatory, policy, and institutional requirements for transforming selected public teaching hospital medical stores into semi/fully autonomous business units.
- iii. Assess the financial and operational viability of the proposed business-unit model, including revenue potential, cost structures, capital requirements, procurement arrangements, commodity availability, and key risks.
- iv. Develop practical, costed transformation options and an implementation roadmap with clear recommendations on governance, financing, risk mitigation, and change management.
- v. Define clear success indicators for "viability" (e.g., full cost recovery, reduction in subsidy dependency) to guide the assessment.

4. Scope of Work

The assignment will cover selected teaching hospitals within Greater Accra, Ashanti, and Volta regions.

The consultant/firm is expected to:

- i. Review relevant national policy and regulatory frameworks relating to public hospital commercialisation, revenue-generating units, and internally generated funds (IGF) in Ghana's health sector.
- ii. Design data collection tools and a sampling strategy for both quantitative and qualitative data collection across the selected sites for review by SEND/ARHR/UNFPA.
- iii. Recruit and train a team of competent and qualified field enumerators for data collection, ensuring gender balance, and adherence to research ethics and safeguarding standards.

- iv. Support and coordinate data collection with hospital administrators, medical store/pharmacy managers, finance directors, Ghana Health Service regional/district officials, adolescent and youth representatives, and other relevant stakeholders.
- v. Undertake financial and business modelling, including cost-benefit and break-even analysis, for the proposed business unit model(s).
- vi. Conduct a risk assessment covering financial, operational, and reputational risks, and propose mitigation strategies.
- vii. Produce a draft and final viability assessment report with a clear, costed, and implementation roadmap.
- viii. Propose at least two distinct business-unit models (e.g., a "partial" autonomy model vs. a "fully autonomous" model) to provide decision-making flexibility.

5. Key Deliverables

- i. Inception report detailing the consultant's understanding of the assignment, clearly outlining the methodology, detailed work plan, sampling frame, stakeholder mapping, data collection tools, and agreed implementation arrangements.
- ii. Process report covering enumerator recruitment approach, methodology workshop (training on data collection tools, research ethics, informed consent, safeguarding, data quality protocols, etc)
- iii. Submit a draft viability assessment report presenting key findings, financial models, transformation options, risks and mitigation measures, recommendations, and implementation roadmap for review by SEND/ARHR/UNFPA.
- iv. Final viability assessment report presenting key findings, financial models, transformation options, risks and mitigation measures, preliminary recommendations, and implementation roadmap for SEND/ARHR/UNFPA.

6. Deliverables and Indicative Schedule

The assignment is expected to be completed within approximately 20 working days (6 weeks) from the date of contract signing, in line with the indicative schedule below.

Phase	Deliverable	Indicative Timeline
Inception	Inception report, including refined methodology, work plan, data collection tools, sampling frame for target teaching hospitals, and enumerator recruitment/training plan	Within 3 working days of contract signing
Data Collection	Completed primary and secondary data collection across the target regions (consultation records, transcripts, survey datasets, field reports)	Within 10 working days
Analysis & Draft Report	Analysis and draft viability assessment report, including financial/business modelling for selected medical stores, SWOT and risk analysis, and business-unit transformation options	Within 5 working days
Final Report	Final viability assessment report incorporating validation feedback, with a costed implementation roadmap and transition plan for selected medical stores	Within 2 working days

7. Institutional Arrangements and Reporting

The consultant/firm will work under the overall guidance and supervision of SEND, in close collaboration with the consortium lead throughout the assignment. SEND GHANA and UNFPA will review and approve all deliverables before final payment. The consultant is expected to submit brief progress updates at agreed intervals and to participate in periodic review meetings with SEND GHANA, as required.

8. Qualifications and Experience Required

- A minimum of a Master's degree in Public Health, Health Economics, Business Administration, Health Systems Management, or a related field.
- A minimum of 7–10 years of relevant professional experience in health systems strengthening, health financing, or business/financial viability assessments, preferably within the health sector.
- Demonstrated experience conducting similar assignments with UN agencies, international NGOs, or government institutions, ideally in Ghana or the West Africa sub-region.
- Strong knowledge of Ghana's health sector governance, public financial management, and regulatory environment for public institutions.
- Proven experience in designing and managing large-scale primary data collection exercises, including recruitment and training of field enumerators.

- vi. Excellent analytical, financial modelling, report-writing, and facilitation skills.
- vii. Familiarity with adolescent and youth SRH programming and safeguarding principles is highly desirable.

8.2 Proposed Team Composition

The consultant/firm is expected to propose an appropriately qualified core team, which may include a health financing/business specialist, a regulatory/legal expert, a data management/M&E specialist, and a field coordinator, in addition to the field enumerators recruited for this assignment.

9. Ethical Considerations and Safeguarding

The consultant/firm shall ensure that the assignment is conducted in full compliance with UNFPA and consortium partner ethical guidelines, including obtaining informed consent from all research participants, ensuring confidentiality and data protection, and applying child and adolescent safeguarding protocols when adolescents are engaged as respondents. All field enumerators must be trained in and sign the relevant codes of conduct, including protection from sexual exploitation and abuse (PSEA) policies, before deployment.

10. Application Requirements

Interested and qualified individual consultants or firms should submit the following:

- i. A technical proposal outlining the understanding of the assignment, proposed methodology, work plan, and approach to enumerator recruitment/training.
- ii. A financial proposal detailing professional fees, travel, and logistics costs.
- iii. Curriculum Vitae(s) of the lead consultant and proposed team members, highlighting relevant qualifications and experience.
- iv. Evidence of similar previous assignments (at least two references), including contact details of relevant clients.
- v. For firms: company profile, proof of registration, and relevant certifications are required.

11. Confidentiality and Ownership of Deliverables

All data, reports, tools, and other materials produced under this assignment shall remain the property of the ARHR consortium and UNFPA and shall not be disclosed, published, or used by the consultant for any other purpose without prior written consent. The consultant shall maintain strict confidentiality of all information obtained during the assignment.

12. Selection will be based on:

- i. Technical evaluation of the proposal elaborating approach/methodology, work plan, and budget.
- ii. Credibility in undertaking assignments of a similar kind.

APPLICATION SUBMISSION

Please submit the expression of interest and other documents to career@sendwestafrica.org with “Consultancy to assess the viability of transforming selected medical stores within teaching hospitals into Business Units” in the subject line, by **September 18, 2026, by 23:59 pm.**

Only shortlisted applicants will be contacted