

Request for Information

Ref. RFI-2026-001

Public – Private Partnerships for the Operation of Pressure Swing Adsorption (PSA) Oxygen Plants in Liberia



Closing time and date: 30 March 2026 at 24:00 GMT

United Nations Children's Fund (UNICEF) Liberia Country Office is requesting information regarding the provision of service for the Operation of Pressure Swing Adsorption (PSA) Oxygen Plants in Liberia under the Public – Private partnership.

1. Background

UNICEF works in 190 countries and territories to save children's lives, to defend their rights, and to help them fulfil their potential, from early childhood through adolescence. The work that UNICEF undertakes are in many different sectors, including Nutrition, Health, Child Protection, Education, Advocacy and many others.

In deciding the most critical needs of children in Liberia, UNICEF embarks upon an extensive consultation for the recruitment of relevant service provider for the innovative solution to improve medical oxygen supply in the country under the public-private partnership model to operate PSA oxygen plants in Liberia. Liberia faces a critical shortage of medical oxygen, with demand far exceeding supply. In 2020, the MOH and its partners came established the Oxygen Technical Working Group (TWG), a coordination platform for all oxygen-related activities in the country. Through the TWG, the MOH and its partners have engaged in focused discussions to explore innovative solutions such as public-private partnerships (PPP) to improve the supply of medical oxygen in Liberia. A concept note was shared with the MOH in June 2022 outlining a proposed PPP approach (franchising) for the operation of oxygen plants that received positive response. In March 2023, the MOH convened an oxygen roundtable with key government agencies, non-government implementing partners, and donors to deliberate on next steps for sustainability of oxygen plants. With concurrence from the roundtable, the MOH requested support from UNICEF to support the development of a PPP business case to outline potential operating models and financing instruments to guarantee a sufficient and sustainable medical oxygen supply in Liberia. The business case, developed in April 2024, confirmed the interest and feasibility of implementing a PPP for the operations of PSA oxygen plants in Liberia. It included a thorough field assessment covering 7 of the 11 plants considered at the time, to gather detailed operational and financial data in each of them.

For further information please contact:

Supply and Logistics
UNICEF Liberia Country Office
lbr-procurement@unicef.org

About UNICEF

UNICEF promotes the rights and wellbeing of every child, in everything we do. Together with our partners, we work in 190 countries and territories to translate that commitment into practical action, focusing special effort on reaching the most vulnerable and excluded children, to the benefit of all children, everywhere.

For more information about UNICEF and its work for children visit www.unicef.org.

For the latest available data on children visit data.unicef.org.

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2. Request for Information

UNICEF seeks market information about potential solution to operate and maintain the PSA Oxygen plants and sell the oxygen produced to healthcare facilities, under an Operations and Maintenance (O&M) model.

Under this model, all the infrastructure and equipment will remain the property of the MOH. PPOs will be contracted by the MOH to manage the daily operations and maintenance of the existing PSA oxygen plants to produce medical oxygen, and will generate revenues from the sale of medical oxygen to the MOH, who will purchase on behalf of public health facilities.

PPOs will be responsible of the following activities:

- i. *Realization of works and equipment purchases required for operationalization:* PPOs will be responsible for realizing any work or equipment required, to ensure that the infrastructure and delivery equipment are available and in optimal condition to start operations. Grant funding will be provided to PPOs to fund those activities (cf. section C).
- ii. *Production of medical oxygen:* PPOs will manage the oxygen plant and produce medical-grade oxygen daily, and of fill medical oxygen cylinders to be ready for delivery to health facilities.
- iii. *Daily and preventive maintenance of the equipment:* PPOs will carry out all the necessary daily maintenance operations to keep the oxygen plant in optimal condition. The PPOs will also carry out planned preventive maintenance (PPM) operations to ensure the long-term operation of the infrastructure, and conduct any necessary repairs (corrective maintenance) on the oxygen plant.
- iv. *Delivery of the oxygen to health facilities:* PPOs will deliver the medical oxygen cylinders produced to surrounding health facilities as agreed upon in the final contract terms. These health facilities and/or the Liberia MOH will be the purchaser of the oxygen.
- v. PPOs are expected to cover all operating expenses (OPEX), including:
 - *Staffing:* PPOs are expected to hire the staff required to operate and maintain the oxygen plants and deliver the oxygen to health facilities, and ensure that they are adequately trained to perform these activities.
 - *Maintenance and repair of equipment:* PPOs are expected to purchase any spare parts required to repair the plant infrastructure and delivery equipment (e.g. trucks), and carry out the required repairs either through their own staff or by contracting third-party organizations. See details below on availability of service contracts for select plants.
 - *Power supply:* PPOs will cover all costs pertaining to the power supply of both the plant infrastructure and the delivery equipment, by using the power sources of their choice among those available at the site (national electric grid, fuel generator, photovoltaic systems, etc.).
 - *Administrative and office costs:* PPOs will cover all administrative costs related to their operation, such as bookkeeping, information systems, communications, etc.

PPOs will generate revenue to cover operating costs through the sale of produced medical oxygen to the MOH, who will purchase it on behalf of public health facilities. PPOs will sell and deliver filled and ready-to-use oxygen cylinders to neighbouring health facilities at a price agreed-upon with the MOH. PPOs will keep any profits generated from these sales.

3. Response

UNICEF request interested parties to respond to the interested parties on the attached form.

In case of any clarifications needed, please consolidate and send such clarification questions by email to lbr-procurement@unicef.org . In the interest of transparency, UNICEF may decide to publish all questions and answers to all potential suppliers. In such cases, the name of the suppliers will be anonymized.

To submit an answer to this RFI, please follow these instructions:

- 1) Fill in the attached form and send it back to lbr-procurement@unicef.org before **30 March 2026 at 24:000 GMT (Liberia)**.
- 2) You may add additional attachments to your submission if necessary. Please include only relevant attachments. UNICEF will prefer to receive information about the technical solution that you propose. Any additional information about the organization will be requested at further stages of the procurement process.

NO INVITATION TO TREAT

Nothing in the Request for Information will be construed to form an invitation to treat.

UNICEF reserves the right to contact suppliers for further information. These may be in the form of email communications, phone conversations, demo requests or others. All cost for preparing a response to the RFI must be borne by the supplier. Wherever necessary, the suppliers may label the materials supplied as "Commercial-Confidential" and UNICEF will take every effort to treat the material as commercially sensitive. The information in this RFI may be used to pre-qualify vendors in further stages of procurement.