TERMS OF REFERENCE
for
Design and facilitation of learning exchange workshops for government health supply chain practitioners

1. Identification

<table>
<thead>
<tr>
<th>Description of the services:</th>
<th>Design and facilitation of learning exchange workshops for government health supply chain practitioners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expected start date:</td>
<td>May 2016</td>
</tr>
<tr>
<td>Expected completion date:</td>
<td>April 2018</td>
</tr>
<tr>
<td>Reporting to:</td>
<td>UNICEF Supply Division Capacity Development Manager and Chief Supply Chain Strengthening Centre</td>
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2. Background and Introduction

UNICEF wishes to host a series of workshops that will convene supply chain practitioners from a number of countries to exchange knowledge, practical experiences, best practices, lessons learned, challenges and outcomes from managing government health supply chains and implementing supply chain improvement initiatives.

The overall objective of these workshops is a) to facilitate a collaborative knowledge network (community of practice) of national health supply chain managers, programme managers and partners and b) to support the process of transformation and country based change in health supply chain operations.

To successfully host such workshops, UNICEF is seeking professional facilitation services with expertise in designing and delivering events during which people and/or organizations meet to present and exchange technical knowledge and/or develop collaborative processes.

The workshops will be held at various locations where UNICEF can provide administrative support, e.g. at UNICEF Supply Division in Copenhagen, near a UNICEF regional office in Nairobi, Dakar, Kathmandu, Bangkok, Amman, or near any other UNICEF country office.

More information about supply chains in immunization and nutrition programmes can be found in Annex 1.

Methodology

The workshops aim to provide a unique opportunity for participants to interact with peers, share experiences, and learn from each other. Participants will be invited to share case studies of specific country experiences in a number of supply chain topics. During the workshops participants will be invited to engage with technical experts and peers to analyse root causes for bottlenecks and conditions leading to best practices. The fundamental principles of the workshops are intended to be as follows:
• **Participatory:** Sessions must engage all participants to ensure maximum dialogue and networking.

• **Interactive:** Sessions must be interactive, using group work and practical exercises to stimulate experience sharing and learning.

• **Technical:** Provider to ensure that participants acquire the relevant technical knowledge on the topics covered in the workshop.

• **Proven and documented:** The workshop design and facilitation methodology must be based on well-documented, tested and proven concepts and approaches. Preferably, the methodology shall be referenced and described in case studies, or in other sources, by other clients.

• **Tangible outputs produced:** The workshop design and facilitation methodology must ensure each participant obtains tangible outputs that are ready to be presented to stakeholders for potential implementation upon return to their respective countries.

• **Outcome-oriented:** The facilitation methodology must enable measurable outcomes for each participant (e.g. a roadmap for self-selected project implementation), such that he/she can demonstrate the value of their participation in the workshop.

• **Collaborative:** The facilitation methodology must encourage collaboration throughout to create the foundation for future networking among the participants.

3. **Scope of Work**

The facilitation company is required to:

**Design and develop the workshop:**

- Design the workshop flow and methodology in collaboration with UNICEF staff and key stakeholders. UNICEF will provide the technical context and will work with a facilitator to co-design the sessions
- Design the format of pre-workshop assignments for workshop participants in collaboration with UNICEF staff and key stakeholders
- Design the detailed workshop flow and session structures for a 4-5 (four - five) day programme
- Design and prepare all relevant supporting materials and supplies for sessions and participants
- Prepare for any additional equipment, if required
- Present the final workshop content, flow and methodology to relevant UNICEF staff and key stakeholders to ensure a successful outcome

**Facilitate the workshop:**

- Lead and facilitate each day of the workshop
- Lead a debrief session at the end of every day with UNICEF staff
- Capture and document the workshop proceedings for participants and UNICEF

**Document the outcome of the workshop:**

- Produce a draft report of the workshop for participants and UNICEF
- Produce a final report of professional standard for publication and dissemination to participants, UNICEF and key stakeholders
- Design a methodology for collating feedback from workshop participants during and after the event
4. Deliverables and payment schedule

The full calendar of events for the period 2016-2018 is not yet confirmed.

The currently planned events for 2016 are as follows*:

<table>
<thead>
<tr>
<th>Workshop</th>
<th>Participants</th>
<th>Dates</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Immunisation Supply Chain Practitioners Forum</td>
<td>60</td>
<td>30 May – 3 June 2016</td>
<td>UNICEF Supply Division, Copenhagen, Denmark</td>
</tr>
<tr>
<td>Nutrition Supply Chain Practitioners Forum</td>
<td>40</td>
<td>21 – 23 June 2016</td>
<td>UNICEF Supply Division, Copenhagen, Denmark</td>
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Events forecasted for 2017-2018*:
- Approximately 2-3 workshops (similar to 2016 ones) per year will be conducted in 2017-2018, subject to availability of funds;
- 3-4 immunization supply chain workshops for 60 participants, subject to availability of funds.

* The figures provided are the best forecast, which UNICEF can share with the interested providers at the moment, it is subject to change and shall not be treated as any form of commitment from UNICEF side.

For each workshop, the consultants will produce the following deliverables aligned to the payment schedule indicated as a percentage:

- Inception report describing the workshop objectives, methodology, preliminary session flow, and preliminary design of the workshop participant inputs, outputs and outcomes – 30%
- Facilitation of a workshop and Draft report of the workshop proceedings, including follow-up actions – 40%
- Final report of the workshop proceedings written to a professional standard; and Evaluation of the workshop including feedback from participants, lessons learned and recommendations for future workshops – 30%

The above percentages are indicative, final payment schedule will be based on the financial proposal from the successful company, on the understanding that all payments will be against deliverables as outlined above. No advance payments are possible.

5. Reporting Requirements

In line with the deliverables, the following reports are expected:

- Inception report
- Draft and final report
- Workshop evaluation report
6. Qualification requirements

The facilitation company is expected to have:

- Minimum 5 (five) years' experience in designing and facilitating collaborative workshops for large international organizations
- Experience with multi-cultural environments in a variety of settings
- Knowledge and experience of innovative, leading edge collaborative workshop facilitation principles and methods
- Familiarity with the UN system and developing world context will be an advantage.

7. Structure and content of the technical proposal

The Technical Proposal should include but not limited to the following:

- Corporate profile highlighting the bidder’s qualifications and experience in implementing the assignment, please include details of specific experiences with similar assignments in the past five years.
- Demonstration of detailed understanding of UNICEF’s requirements for supply chain practitioners learning exchange workshops and the bidder's value proposition.
- Detailed description of a proposed methodology and approach which demonstrates how the bidder meets or exceed UNICEF requirements for this assignment.
- High level work plan with proposed timelines and milestones for each workshop assignment, taking into account the above described scope of work and deliverables.
- Dependencies and assumptions of the proposal.
- Bidders are requested to back up their submissions by providing:
  - Evidence in the form of job completion certificate, contracts and/or references.
  - Three case studies containing the following information from comparable assignments:
    - Name of client
    - Title of the project
    - Year and duration of the project
    - Scope of the projects/requirements
    - Proposed solutions and outcomes – include visuals, web-links, etc.
    - Team members on each of the project and their specific roles
    - Project timelines (start and end date year, and any other information necessary)
    - Reference / contact person details
- Details of the Proposed Team (with indication of the number of facilitators/assistants/etc. deemed necessary for both a group of 40 and a group of 60 participants) for the assignment including the following information:
  - Title/designation of each team member on the project
  - Educational qualifications and professional experiences
  - Past experience in working on similar projects and assignments – List all similar projects they worked on and their roles on those project
- Project implementation and work plan showing the detailed sequence and timeline for each activity and days necessary for each proposed team member. It is suggested that the lead facilitator needs to be available off-site for 2-3 days (skype, calls, exchange of documentation) prior to a workshop and on-site 1-2 days before the workshop.
- Quality assurance mechanism and risk mitigation measures put in place
8. Structure and content of the financial proposal

The financial proposal shall include an all-inclusive cost for all the deliverables stated in section 4 above, and including travel/accommodation/meals/incidentals for the two planned workshops for 2016 with breakdown per workshop of 40 and a workshop of 60 participants and further breakdown into:

- Costs of a workshop’s design and development, with breakdown per required resource and unit rates per each resource, providing detailed breakdown of all related costs
  
  Two options need to be reflected in the proposal: a) development of a new workshop design from scratch for a workshop and b) re-use of previous workshop design for a repeating/similar workshop;

- Costs of facilitation of a workshop, with breakdown per required resource and unit rates per each resource, providing detailed breakdown of all related costs;

- Costs of documenting a workshop, with breakdown per required resources and unit rates per resource, providing detailed breakdown of all related costs.

Costs of travel and accommodation/meals/incidentals shall be provided in separate cost lines.

Unit rates provided as part of the costs breakdown for the two 2016 workshops shall be also valid for workshops in 2017-2018.

As part of financial proposals, bidders are requested to submit rate cards for resources other than those specifically required for the 2016 workshops, which might be used by UNICEF in connection with workshops design and facilitation under the framework of the resulting contract.

Price proposals and invoicing must be denominated in US Dollars (USD), exclusive of VAT or any other taxes.

9. Administrative Issues

- The first two workshops will be conducted at UNICEF Supply Division in Copenhagen, Denmark.
- Travel cost shall be calculated based on economy class travel, regardless of the length of travel.
- Costs for accommodation, meals and incidentals shall not exceed applicable daily subsistence allowance (DSA) rates, as promulgated by the International Civil Service Commission (ICSC).
- Unexpected travels shall also be treated as above.
- UNICEF will provide the workshop space/facility and access to stationary, printer, photocopier and other necessary office supplies and equipment.

10. Project Management

The Supply Chain Strengthening Centre will manage this assignment. The focal point is the Chief of the centre.
11. **Evaluation criteria**

The evaluation procedure will focus on both technical and financial suitability. The weights of 70% and 30% shall be applied for technical and financial compliance respectively.

**Technical Evaluation Criteria**

1. **Overall response** - 10 points
   1.1 Completeness of response - 5 points
   1.2 Overall concord between RFP requirements and proposal - 5 points

2. **Proposed methodology and approach** - 25 points
   2.1 Relevance and quality of proposed methodology - 15 points
   2.2 Timelines and workplan for a generic workshop - 10 points

3. **Experience and qualifications of firm and key personnel** - 35 points
   3.1. Company profile (establishment, facilities, personnel, financial capacity) - 5 points
   3.2 Experience in similar projects, i.e. collaborative workshops in international and multi-cultural environments - 15 points
   3.3. Relevance of qualifications & expertise of proposed team of consultants - 15 points

Total : 70 points

Proposals need to obtain a minimum of 49 points in technical evaluation in order to be considered for financial evaluation.

**Financial Evaluation**

A proposal offering the lowest total costs for the first two 2016 workshops shall be awarded 30 points, all other price proposals receive scores in inverse proportion according to the following formula:

\[
\text{Score for price proposal } X = \left( \frac{\text{Maximum score for price proposal} \ (e.g. \ 30) \times \text{Price of lowest priced proposal}}{\text{Price of proposal } X} \right)
\]

**Combined Evaluation:**

Proposal obtaining the overall highest combined/cumulative score as a result of technical and financial evaluations, will be considered as the most responsive proposal, i.e. representing best value, and will be recommended for award.
Annex 1

**Immunization Programme**

Immunization has been one of the great development success stories of the late twentieth century. Concerted efforts by UNICEF and its local, regional and global partners have lifted immunization coverage rates from around 20% in 1980 to above 80% in 2009. Millions of lives are now saved every year thanks to immunization.

However, much more still needs to be done. Roughly four out of five children are reached by immunization but 23 million children are still missed every year, mostly from the poorest families. That ‘fifth child’ who is not fully immunized is at great risk – not only in the context of vaccine-preventable diseases but across a spectrum of threats to child survival.

The success of immunization systems in developing countries over the past decades can be attributed to a large extent to one of the backbones of the national immunization programmes – the supply chain and logistics systems that strive to ensure the uninterrupted availability of vaccines and devices up to service delivery levels, and vaccines that have been transported and distributed through a quality cold chain system to safeguard their potency from heat or freeze damage prior to vaccination. But what do we know about the performance of these immunization supply chains today, and what are they expected to manage in the future?

A widening variety of new vaccines and immunization schedules, a greater diversity of service delivery strategies, an ever expanding target population to vaccinate, and increased cold chain infrastructure requirements are just a few of the new realities that immunization supply chain systems are being confronted with today. By 2020, the Gavi-eligible countries are projected to manage increased value, volumes, doses, and stock keeping units.

With few exceptions, immunization supply chains in developing countries continue to face chronic difficulties in providing uninterrupted availability of potent vaccines up to service delivery levels. Effective Vaccine Management (EVM) assessments in countries eligible for Gavi support have diagnosed the shortcomings in national immunization supply chains and the difficulties in implementing changes.
To this end, an EVM assessment tool was developed by WHO which set standards in nine areas of vaccine management based on well-established principles and norms for quality management applied throughout the industrialized world (ex: ISO 9000 series of standards). In addition, the EVM initiative helped countries translate their assessment findings into an EVM improvement plans to respond to the vaccine management shortcoming identified.

![Graph showing % of countries that reach 80% target on relevant WHO supply chain standards](image)

Given the need to change from ‘business as usual’ between now and 2020, the Gavi Alliance launched an immunization supply chain strategy for 2016-2020, to increase support provided to countries to comprehensively address immunization supply chain improvements to:

1. **Increase vaccine availability** by supporting countries to adopt innovative and cost effective cold chain technologies that can extend the reach of the cold chain at last mile and location, where cold chain storage was previously not available.

2. **Safeguard vaccine potency** by supporting countries to scale up sustainable temperature monitoring solutions from end-to-end.

3. **Increase efficiency** in supply chain performance by supporting countries to strengthen effective vaccine management through optimizing the vaccine supply chain network, introducing data for management, and streamlining the in-country distribution chain.

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1 WHO xxxx
The iSC strategy Theory of Change states that sustained improvement in the five supply chain fundamentals - system design, supply chain leadership, data for management, better cold chain, continuous improvement – will help achieve the vision that by 2020 immunisation supply chains efficiently provide potent vaccines to all. These strategy objectives support the broader goal of increasing coverage and equity and reducing under-five mortality.

Nutrition Programme

UNICEF adopts an integrated approach to nutrition programming, combining both nutrition-specific interventions and nutrition-sensitive approaches, focusing on the most disadvantaged. Our focus is on the first 1,000 days of life, which is the most crucial time to meet a child’s nutritional requirements and prevent the long and short-term consequences of undernutrition. UNICEF supports the scale up of nutrition interventions, such as promotion and protection of exclusive breastfeeding, delivery of vitamin and micronutrient supplementation and community prevention and management of malnutrition, within the broader context of the principles of the Scaling Up Nutrition movement. UNICEF also provides support to strengthen country capacity for the protection of the nutritional status of children in humanitarian situations.

From a programmatic point of view, the scale-up of Community-based Management of Severe Acute Malnutrition (CMAM) has been successful in the sense that it has been accepted as an integral part of the primary health care basic services package by most governments. Full integration of the corresponding supply chain system (e.g. for RUTF) is however pending in most countries. This in turn is creating challenges from a sustainability and from an accountability point of view.

During the last couple of years a range of independent nutrition supply chain reviews have been conducted at country level to identify ways to optimise the supply chain operations and/or integrate (part) of the operation into the mainstream government driven supply chains. The Practitioners Exchange
Forum will convene national practitioners to share knowledge, experiences, innovative solutions and best practices in translating review recommendations into implementation.