ANNEX I - Terms of Reference (ToR)
Consultancy Services for Supply Chain System Analysis and Design

1.0 BACKGROUND

1.1 UNICEF procures and supplies over 5,000 products to address the needs of children. In 2015, UNICEF procured $3.428 billion worth of supplies and services from all over the world, ensuring high quality and good value through fair and open procurement.

1.2 Strong and efficient health supply chains are the backbone for delivering essential supplies for children. UNICEF works with governments and partners to strengthen national health supply chains by improving alignment, capacity and sustainability. In particular, a high-performing immunization supply chain is critical for ensuring that potent vaccines are available at all service delivery points where people need them, including hospitals, health facilities, and mobile outreach vaccination sessions. The immunization supply chain must be dependable, flexible, adaptive, resilient, and provide an end-to-end perspective, ensuring efficiencies throughout the supply chain until the vaccines are administered.

1.3 The design of the supply chain system is the key construct that links together the various components of a logistics system to deliver such results, and system design analysis is a process which creates the plan for how the supply chain should function, including how all of the components of the supply chain system (programme requirements, physical network, storage, human resources, asset management, planning, monitoring, and data) work together and interact. System design is critical for the required transition to and sustainment of new supply chain models which can better meet the rapidly changing needs of current immunization programs.

2.0 OBJECTIVES

2.1 The objectives of this Request for Proposal for Services (RFPS) is to seek qualified vendor(s) who are knowledgeable about the common challenges and solutions within health supply chains, in particular immunization supply chains, and are able to translate competing technical details into intuitive and aligned proposals, and can manage large internal and external team members within prescribed timelines and budgets.

2.2 To help countries navigate the complex analysis and planning processes, and to place Immunization Programmes in the best position to make strategic decisions concerning improvements to their supply chain systems, UNICEF wishes to enter into a non-exclusive Long Term Arrangement for Services (LTAS) for the provision of Consultancy Services for Supply Chain System Analysis and Design for a period of initially one (1) year, and will be subject to renewal under the same terms and conditions based on satisfactory performance for an additional term of two (2) years.

2.3 The scope of the contract is to work with UNICEF country offices to provide the following expertise:

2.3.1 Analyse a country's in-country supply chain system design
a) Introduce system design concepts, share evidence, facilitate discussions, and build stakeholder alignment.
b) Assess the in-country supply chain system design in terms of performance standards and unique country requirements.
c) Prepare a baseline summary report and bottleneck analysis representing the current and future performance of the baseline system design.

2.3.2 **Recommend system design modifications** to improve the performance of the supply chain

a) Provide technical advice on applicable best-in-class system design strategies.
b) Provide quantitative and relevant system design recommendations based on performance expectations and unique country requirements.
c) Prepare a costed roadmap outlining a phased implementation approach of recommended system design changes.

3.0 **Requirements / Description of Assignment**

3.1 The chosen Vendor will offer country office support for analysing, simulating, and recommended supply chain system design changes. As required, the Vendor may be requested to offer technical support to UNICEF country offices and/or partners in the following or similar support:

a) Needs assessment, project scoping/requirements definition and/or supply chain assessment subject to complexity or need of the country programme and/or partner
b) Project budget advice
c) Thorough evaluation of the existing immunization supply chain design
d) Provide a library of proven strategies to improve the existing system for current and future needs.
e) Assist the country office and/or partner to develop prioritized and recommended actions to improve the system design based on evidence generated from the country context.

3.1.1 **Analyse a Country’s In-Country Supply Chain System Design**

Though other approaches will be considered, it is assumed that the following general tasks will be part of the analysis.

A. **Introduce the concepts of system design to stakeholders and decision-makers.**

1) Communicate the concepts of system design, common strategies, where it has been applied, and the benefits it provides.
2) Apply system design analysis to the local, unique country context, identifying the key questions, challenges, and opportunities for change.
3) Prioritize and map a path forward to implement system design analysis, generating momentum for future work
4) Outputs (including but not limited to): Opportunity landscape, Stakeholder analysis, Country programme diagrams, Budgeted next steps

B. **Build a baseline model of the supply chain with existing and future demands**

1) Capture and validate data inputs, gaps, and assumptions
2) Link supply chain performance to objectives
3) Build baseline model
4) Outputs (including but not limited to): Baseline performance, Sensitivity analysis, Scenario analysis, Budgeted next steps
1.1.2 **RECOMMEND SYSTEM DESIGN MODIFICATIONS TO IMPROVE THE PERFORMANCE OF THE SUPPLY CHAIN**

A. Examine, validate, cost and prepare a plan of action

1) Share relevant common system design strategies
2) Prioritize and quantify alternative scenarios
3) Finalize results with monitoring plans for implementation
4) Align stakeholders to changes, costs, timing, and direction
5) Outputs (including but not limited to): Sensitivity analysis, Scenario analysis, Costing analysis, Project plan, Partner landscape, Risk assessment and mitigation plan, Monitoring framework

4.0 **REPORTING AND LANGUAGE REQUIREMENTS**

In general, reports shall be required in English; however, there may be some UNICEF country offices and/or partners that may require the report and other support to be provided in an additional language. For each request, the language requirement(s) shall be clearly stated.

5.0 **LOCATION AND DURATION**

Assignments will be implemented mainly at the country office and may involve remote work for preparation and report writing. After the long-term agreement has been signed, the location of each assignment and reporting requirements will be defined in each SoW/ToR as defined by the specific UNICEF country office.

6.0 **VENDOR QUALIFICATION REQUIREMENTS**

The selected Vendor shall demonstrate a proven experience in the successful delivery of supply chain system design analysis and related activities, including simulation, optimization, stakeholder alignment, and project planning, preferably in locations where UNICEF works.

7.0 **Project Management**

The Immunization Supply Chain Specialist in the UNICEF Supply Division Supply Chain Strengthening Centre in Copenhagen shall manage the long-term agreement. Each assignment (service contracts) from a UNICEF office shall be directly managed by the office that issues the contract.
ANNEX Ia – PROPOSAL EVALUATION

1. Structure of Technical Proposal

1.1 Proposals must include complete and accurate information. The proposal must include, but is not limited to, the following items:

1) Corporate Profile highlighting the bidders qualifications and relevant experience
2) Describe how the Bidder will address each item outlined in the Description of Assignment of this Request for Proposal, including outlining the methodology, quality assurance framework, applicable tools, and standard outputs, such as intermediary and final reports.
3) Include at least 2 reports or work products from other projects undertaken by the Bidder within the past 5 years, with particular emphasis on projects of similar scope and effort. It is desirable that a summary of the projects be included in the proposal. These reports or work products may be attached as an appendix to the proposal. Please include the following information:
   • Name of Client
   • Title of the Project
   • Year and duration of the Project, including timelines between intermediate steps, such as time duration between RFP and proposal, proposal and project initiation, project initiation and first milestone, etc.
   • Scope of the Project / Requirements, including health commodities
   • Proposed solution and results (please include visuals, web-links, etc.)
   • Team members of each project and their specific roles
   • Reference / Contact person details
4) Share a template work plan specifying the tasks to be performed, approximate durations, on-site and off-site meetings, the key deliverables.
5) Quality assurance mechanism and risk mitigation measures within the company.
6) Provide a list of applicable tools and other expert technical providers, if any, and the work they would perform.

1.2 Bidders are also requested to complete the following table (add rows if necessary) and submit it as part of their technical proposals to demonstrate countries where they have existing country/regional support or unique experience and the working language capacity of their deployable consultants.

<table>
<thead>
<tr>
<th>Countries</th>
<th>Languages</th>
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</thead>
<tbody>
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</table>

2. Description of Deployable Personnel

For ease of reference, UNICEF has defined the following categories of consultant/personnel. Bidders are free to provide alternative title/description for each of the designations used below:
<table>
<thead>
<tr>
<th>Role</th>
<th>Years of Experience</th>
<th>Number of Deployable Personnel</th>
<th>Names with Submitted Resumes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Project Manager</td>
<td>10+</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Senior Technical Lead</td>
<td>8+</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 Junior Technical Associate</td>
<td>2-5 years</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 3. EVALUATION PROCESS

Each proposal will be assessed first on its technical merits (including by reference to legal requirements) and subsequently on its price. The proposal obtaining the overall highest score after adding the scores for the technical and financial proposals is/are the proposal(s) that offers best value for money and will be recommended for the Long-Term Agreement. The proposals will be evaluated against the following elements:

#### 3.1 Technical Proposal

The total amount of points allocated for the technical component is 70. UNICEF evaluators will read the submission and give scores according to the table below. Only bidders that obtain 50 points and above from the technical evaluation will be considered for the stage of financial evaluation.

#### TECHNICAL EVALUATION CRITERIA

<table>
<thead>
<tr>
<th>Technical Evaluation Criteria</th>
<th>Max. Points Obtainable</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Overall Response</strong></td>
<td></td>
</tr>
<tr>
<td>1.1 Completeness of response and Overall concord between RFPS requirements and proposal</td>
<td>5</td>
</tr>
<tr>
<td>1.2 Quality and completeness of proposed work plan to achieve the goals stated in the RFPS</td>
<td>5</td>
</tr>
<tr>
<td><strong>2. Overall Experience of Company and Key Personnel</strong></td>
<td>10</td>
</tr>
<tr>
<td>2.1 Relevant project experience [e.g., languages, geographic coverage, immunization experience]</td>
<td>20</td>
</tr>
<tr>
<td>2.2 Project expertise in cost and performance analysis of supply chain</td>
<td>15</td>
</tr>
<tr>
<td>2.3 Capacity to provide sufficient team members for the scale and scope of work required</td>
<td>5</td>
</tr>
<tr>
<td>2.4 Recommendations from current client list, preferably from similar operations</td>
<td>5</td>
</tr>
<tr>
<td><strong>3. Proposed Methodology and Approach</strong></td>
<td>45</td>
</tr>
<tr>
<td>3.1 Methodology aligns with UNICEF vision of work</td>
<td>10</td>
</tr>
<tr>
<td>3.2 Vendor quality assurance and risk mitigation mechanisms</td>
<td>5</td>
</tr>
<tr>
<td><strong>TOTAL TECHNICAL SCORE</strong></td>
<td>70</td>
</tr>
<tr>
<td>Minimum technical required score:</td>
<td>50</td>
</tr>
</tbody>
</table>
3.2 Financial Proposal:

1) **Annex 1** should be filled out by the Bidder to include the full list of daily rates for deployable personnel and will be used as the price list for the Long-Term Agreement. The rates should be fully inclusive, taking into account expected travel, communications, overhead, etc.

2) **Annex 2** is a generic project request to support a country office, the daily rate provided per resource shall be applied to the sample project in Annex 2 and the total value shall be used for the commercial evaluation as explained below:

   The total amount of points allocated for the price component is 30. The maximum number of points will be allotted to the lowest price proposal that is received and obtains the minimum threshold points in the technical evaluation. All other price proposals will receive points in inverse proportion to the lowest price; e.g.:

   
   \[
   \text{Score for price proposal } X = \frac{\text{Max score for price proposal } \times \text{ Price of lowest bidder}}{\text{Price of proposal } X}
   \]

   The proposal obtaining the overall highest score after adding the scores for the technical and financial proposals is the proposal that offers best value for money. All prices/rates quoted must be **exclusive of all taxes** as UNICEF is a tax-exempt organization.
Annex 1 – Daily Rates

All bidders are required to provide list of all their resource persons that can be deployed to support UNICEF country offices and their unit (daily rate), the daily rate shall form the basis of the pricing for the resultant Long Term Agreement(s). Please remember that rates should be fully inclusive, taking into account expected travel, communications, overhead, etc.

<table>
<thead>
<tr>
<th>Role</th>
<th>Daily Rate</th>
</tr>
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<tbody>
<tr>
<td>1 Project Manager</td>
<td></td>
</tr>
<tr>
<td>2 Senior Technical Lead</td>
<td></td>
</tr>
<tr>
<td>3 Junior Technical Associate</td>
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</table>

Additional deployable personnel not already listed above can be provided above with their daily rate.

Note: The list of daily rates provided on this list will become the Vendor's long-term agreement price. Further, the daily rate provided above shall be applied to a sample project (Annex 2), and the total shall be used for the commercial evaluation, as explained in the Evaluation Process section.
Annex 2 – Sample Commercial Proposal

Please use the following set of sample activities to estimate the number of days by resource referenced in Annex 1. To aid in your estimation, please refer to the Description of Assignment section for a list of expected tasks and outputs.

<table>
<thead>
<tr>
<th>Description</th>
<th>Proposed resource(s) to be used</th>
<th>Number of days</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Introduce the concepts of system design to stakeholders and decision-makers.</td>
<td></td>
<td>5</td>
</tr>
<tr>
<td>2 Build a baseline model of the supply chain with approved, alternative scenarios</td>
<td></td>
<td>30</td>
</tr>
<tr>
<td>3 Examine, validate, cost and prepare a plan of action</td>
<td></td>
<td>30</td>
</tr>
</tbody>
</table>