TERMS OF REFERENCE
CONSULTANT / INDIVIDUAL CONTRACTOR

Section: Supply  Date: 24/02/2021
Title: Nutrition Supply Chain Specialist  Duty station: HB (5 months) Dakar (6 months)
Reporting to: Emergency Logistics Specialist  Contract type: SSA, Individual Contractor
Duration: 11 months  Start date: 15/04/2021

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<td>Objectives</td>
<td>Strengthening Nutrition Supply Chain and establishing milestones toward integration in targeted 8 West &amp; Central Africa countries (Mauritania; Senegal; Mali; Niger; Chad; Nigeria; CAR and DRC)</td>
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<td>Background</td>
<td>In West and Central Africa Region, and specifically in its Sahelian zone, and protracted emergency countries regularly affected by nutrition crisis, high levels of stunting and wasting are negatively impacting on child survival and development. UNICEF is playing a lead role in the prevention and care of all forms of malnutrition to achieve the 2030 World Health Assembly and SDG goals. Nutrition is a key priority of UNICEF agenda in West and Central Africa, as reflected in the Key Result for Children # 2 (Prevention of stunting). Nutrition and Supply teams, both at regional and country level are joining efforts to develop robust nutrition supply chains, as a key component to achieve programmatic goals. To respond to programmatic objectives, UNICEF has developed and strengthened nutrition supply chains over the past decade. With an average of 1.2 million cartons a year, Ready to Use Therapeutic Food (RUTF) became the most distributed commodity in the region, representing the highest value and volume for a single item, resulting both in financial risks and logistics challenges. In most countries, Nutrition Supply Chain has been established in parallel of national health supply chains. The appropriation by and accountability of national counterparts; as well as the ability to monitor and report are common and significant bottlenecks identified across the region. Additionally, one of the key elements will be to define role and accountabilities of each stakeholder within the supply chain until the last mile beneficiary. Country offices are accountable for identifying the supply chain fundamentals and for accompanying capacity development strategy needed for UNICEF supply and program staff to achieve the goals of the country program document, the UNICEF Strategic Plan, and the SDGs. From 2019 and 2020, the Regional Office engaged with nutrition stakeholders in the above-mentioned countries to focus on End User Monitoring issues (including setting qualitative and quantitative indicators on supply availability and service delivery; developing data collection tools and rolling out the project). This resulted in 4 case studies documenting the experience. Additionally, support was provided for establishing an integration road map using the maturity model. ECHO and DFID are directly supporting this initiative.</td>
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1 SDG 3.8 on: “Achieve UHC including financial risk protection, access to quality essential health care and access to safe, effective, quality and affordable essential medicines and vaccines for all.”
### Scope of work

Building on the 4 case studies, and collaborative nutrition stakeholders network established from 2019, the consultant will contribute to anchor End User Monitoring (EUM) as a standardised practice to measure Nutrition Supply Chain performance in the 8 targeted countries.

He / She will use the existing integration road maps to identify and implement “quick win” actions, with a focus on improving data visibility and strengthening supplies accountability frameworks (and/or, help elaborating the road map for countries who have not yet engaged in the EUM project).

The consultant will specifically focus on:

- Rolling-out the EUM approach, using the methodology and tools developed by the Regional Office in all targeted countries or facilitating the second round of EUM in countries who already engaged in EUM 2020.
  1. Stakeholder engagement
  2. Validation of indicators and data collection methodology and tools
  3. Use technology for data collection automatization
  4. Support countries for data collection and analysis

- Develop and roll-out a national accountability framework for Nutrition supplies to improve traceability from the point of hand over to the partner to the beneficiaries. This accountability framework will be contextualised, in targeted countries, after engaging with all relevant nutrition supply chain stakeholders.

- Organise a regional nutrition supply chain practitioner’s workshop to monitor and evaluate progress made in developing and rolling out the accountability framework and provide orientation on the way forward.

- Identify quick win actions for nutrition supply chain integration, in the road maps already developed by some countries and support / facilitate their implementation.

- Support countries who have not yet developed the integration road map to develop one. Support the actualization of the existing country road maps.

Due to COVID constraints and travel restrictions the consultant will adapt his approach to use virtual interactions when and where relevant.

### Deliverables and Schedules

1. EUM is adopted and rolled out in all countries and/or countries who already engaged in EUM 2020 have completed a second exercise by end of 2021.
2. Data collection is contextualised and automatized, using already available tools / systems, in all countries who engaged in EUM.
3. Countries have developed and validated a Nutrition Supply accountability framework by February 2022 (priority countries are Mauritania, Mali, Niger, Burkina Faso and Chad).
4. The regional nutrition supply chain practitioner’s workshop has been organised and facilitated by February 2022 (Workshop conducted, and report completed)
5. All countries have developed / actualized their nutrition supply chain integration roadmap by February 2022
6. At least 1 quick win actions for integration is implemented in countries who already validated their plan in 2020

Each deliverable must be accomplished in at least 6 out of the 8 countries

### Timing

The consultancy will be for 11 months, starting April 1st 2021

The consultant will submit for review and validation a detailed workplan including key activities and milestones latest 2 weeks after started is consultancy.
| Reporting Requirements | - Inception Report / Workplan to be submitted 2 weeks after the beginning of the consultancy for review and validation by the Regional Supply and Nutrition teams.  
- Progress Reports: Monthly progress report (concise)  
- Mission Reports: To be submitted one week following the field mission  
- Technical Reports, Draft and Final Report, Training material, Presentation material, Workshop/training evaluation report to be shared with relevant stakeholders when needed  
- Draft consultancy report: To be submitted 2 weeks before the end of the consultancy  
Final consultancy report: to be submitted at the end of the consultancy. |
| Profile Requirements | **Education**  
- Master’s degree or above, in a relevant field of expertise (Supply Chain Management; Logistics; Business and administration; international development; health systems management; …)  
**Technical skills and knowledge**  
- Proven experience in strategic planning in multi-stakeholder settings  
- Experience in writing complex strategic proposals, developing multi-year budgets and operational plans  
- Experience in training, planning and delivery of technical assistance  
- Knowledge of supply chain management and excellent analytical skills  
- Proven track record in interfacing with national ministries of health a distinct advantage  
**Work experience**  
- At least 10 years of experience in international development, programme management with experience in resource-limited environments, preferably in the areas of:  
  o Supply chain operations and optimization  
  o Supply chain strengthening, integration of health / nutrition products, and end user monitoring  
  o Assessing and measuring supply chain performance  
- Experience interfacing with national ministries of health an advantage  
**Competencies**  
- Strong analytical, oral & written communication skills (French and English)  
- Proven track record in project management with the emphasis on strategic planning  
- Effective presentation skills, ability to adapt the message and visual aids for multiple audiences  
- Effective facilitator with proven ability to engage and train a group of individuals  
- Demonstrated ability to work in a multi-cultural environment |
| Administrative Issues | The consultant will be a member of the West and Central Africa Regional Office Supply team, and will be directly supervised by the Regional Logistics Manager who will certify the services and consultant invoices on a monthly basis.  
This is a full-time assignment, office based in WCARO office, in Dakar with field travel subject to COVID-19 restriction. UNICEF will provide work-space (subject to COVID restrictions); a laptop and access to UNICEF resources.  
At the exception of the international travel from and to Dakar, which will be included in the consultant offer all field missions will be subject to approval and will be validated on a case by case basis, based on actual transport costs (prove of payment); UN DSA rates and other entitlements as per UN travel rules and regulations. The consultant is therefore not expected to provide travel rates / costs for field missions in his offer. |