

**UNICEF Pacific**

**TERMS OF REFERENCE EFFECTIVE VACCINE MANAGEMENT (EVM) ASSESSMENT CONSULTANT**

**Requesting Section: Child Survival and Development**

**Date: 23 March 2018**

**Programme Area and Specific Project involved: Expanded Programme on Immunization (EPI)**

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**Background:**

UNICEF supports countries in achieving their national immunization goals with an increased focus on strengthening their immunization supply chain systems to ensure that potent vaccines are available and are delivered efficiently. Concerned with the demands on the national immunization programs that will further stress the immunization supply chain systems, the WHO Immunization Practices Advisory Committee (IPAC) members in 2014 issued a “Call to Action” on national immunization programmes and the global community to review and renew investment in their Immunization Supply Chain and Logistics (ISCL) systems; otherwise, the benefits of immunization programmes will be jeopardized by obstacles limiting access to, and use of, effective vaccines.

In 2010, WHO and UNICEF launched the Effective Vaccine Management (EVM) initiative to help countries evaluate the current performance of their vaccine management practices against a benchmark of performance standards. For this purpose, an EVM Assessment (EVM A) tool was developed measuring performance standards in nine areas of vaccine management using well-established principles and standards for quality management that are applied throughout the industrialized world.

EVM is a joint initiative by UNICEF and WHO to identify global standards and best-practices for immunization supply chains, help national immunization programmes to evaluate the performance of their supply chains and supporting them to construct and implement improvement plans.

UNICEF Pacific supports 14 Pacific Island Countries and Territories (PICTs) in achieving their national immunization goals with an increased focus on strengthening immunization supply chain systems to ensure that potent vaccines are available and are delivered effectively and efficiently. FSM and RMI are two of these countries which are in the Northern Hemisphere part of the Pacific Ocean, close to the Equator. FSM and RMI are widely scattered archipelagos consisting many small islands which are inhabited with populations. With their vast ocean territories inhibited by relatively small and widely dispersed populations, they show unique characteristics in terms of immunization supply chain and cold chain management challenges.

**Purpose of Assignment:**

The purpose of this consultancy is to provide technical support to Federated States of Micronesia (FSM) and Republic of Marshall Islands (RMI) in the assessment phase and the improvement planning phase of the Effective Vaccine Management (EVM) process. This work will be programmed in close collaboration and coordination with the Ministry of Health, UNICEF and WHO and other immunization partners.

**Scope of Work/ Work Assignments:**

UNICEF Pacific is seeking an international consultant to provide technical support to Federated States of Micronesia (FSM) and Republic of Marshall Islands (RMI) in the assessment phase and the improvement planning phase of the Effective Vaccine Management (EVM) process. The consultant is required to develop a methodological approach which is customized existing global EVM assessment tools for FSM and RMI, considering their unique challenges of immunization supply chains. The methodological approach should involve below components:

1. Orienting national EPI officials and other stakeholders on the EVM initiative and mobilizing their interest and support for the EVM assessment.
2. Developing a customized EVM assessment plan with feedback of EPI officials and stakeholders. The plan should be specific to small island/developing country setting and to be endorsed by national EPI manager and UNICEF officials. The details of the requested methodological approach should also be clarified in the plan clearly. It should be noted that the global readily available EVM approaches and tools may need to be customized to fit for FSM and RMI contexts.
3. Fully integrating the EPI manager, national cold chain officers and other relevant officials before and during the EVM assessment process in order to build their capacities on the tools and methodologies adopted in such assessments. It is important to build national capacities over conducting such EVM assessments.
4. With the EVM assessment results and agreed improvement strategy, drafting an operational improvement plan with costing. Costing estimates should be developed with EPI manager and Ministry of Health finance officials. The improvement plan should consider all bottlenecks and weaknesses and come up with clear steps and solutions to overcome them. It should also include human resources capacity analysis which would be required to achieve the targets. If there are capacity gaps, training and personal development suggestions should also be provided for EPI officials.
5. Presenting the improvement plan to EPI national officials (in person) and other stakeholders. Seeking their feedback and amending the plan accordingly. The plan needs to be endorsed by the EPI manager of the respected country. The plan should include clear prioritization between short-term, medium-term and long-term strategies.
6. Given the endorsed improvement plan by EPI manager, conducting a training (at least two-days long) for respective national officers on their roles and expectations from them to implement the plan. The relevant officers should also be oriented on how to translate the improvement plan into their daily activities, how to monitor and measure the progress and how to report.
7. The consultant should keep relevant decision makers from Ministry of Health and stakeholders informed throughout the EVM assessment process. The consultant should also guide the national EPI manager on how to mobilize decision maker support for the implementation of the EVM improvement plan. The EPI managers and relevant officials should understand that this will be their plan and their success if implemented rightly.

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**Work Schedule:**

Duration of consultancy is 4 months (two months in FSM and two months in RMI).

The consultant is expected to start as soon as possible.

The consultant is required to visit UNICEF Pacific in Fiji two times, for the inception and debriefing finalization of the missions.

**Deliverables for Payment Schedule**

Consultancy fee (consolidated) and anticipated travel costs should be included in the financial offer by the applicants. Financial offer should provide the detailed breakdown of the cost items.

Payments will be made upon satisfactory delivery of the following key deliverables and guided by the scope of work mentioned above. However, the timeline of deliverables can be negotiated based on competing priorities. The consultant is expected to remain flexible in supporting Governments where unexpected priorities may arise during the length of the assignment, and respond to needs. Therefore, should delays or changes occur, the expected outputs may be revised to reflect those changes, and the payment schedule will be adjusted accordingly both in terms of timing and reflection of days worked.

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| **Deliverables** | **End Product** | **Payment Schedule** |
| Deliverable 1 | * Upon acceptance of the consultancy and signing the contract * Visit to UNICEF Pacific in Suva | * 10% payment |
| Deliverable 2 | **Republic of the Marshall Islands (RMI)**   * Customized EVM assessment and orientation package (including presentations and the information documents) for EPI officials and other stakeholders on the cEVM initiative and delivering the orientation inRMI * Developing a customized EVM assessment plan and plan to be accepted by UNICEF   Comprehensive EVM Assessment (cEVM A)   * Use latest available versions of tools and guidance documents from the EVM website and select sites * Definition and plan of preparatory measures necessary prior to the preparation of the Comprehensive EVM Improvement Plan (cEVM IP). * Develop questionnaire and train assessors and supervisors * EVMA Data collection * Clean data and analyze results * Present recommendations to government and key partners * Finalize and share report and dataset * Brief report on lessons learned from EVM process:  1. the training experience, 2. the data issues encountered 3. observations about comprehension and communication barriers of the assessment team, 4. general feedback on the questionnaire, tool, methodology, etc.  * Monthly progress report | * 20% (before the end of fifth week) |
| Deliverable 3 | * Initial EVM assessment result for FSM, the improvement plan strategy and presentation slides for these documents. Presenting the initial assessment results and the improvement plan strategy for feedback and integrating the feedback to the amended version. * cIP with five-year strategic plan (costed) and annual operational plans (cIP to be endorsed by EPI). cIP should include, but not limited to: * A detailed and prioritized workplan that is fully costed, showing which intervention will be implemented by whom, where and an indicative chronology of activities for the implementation. * . * Overview of the technical assistance and outsourcing needs * Description of how recommendations link to E1 to E9 of the cEVM assessment and strategic measures to achieve strategic objectives:  1. availability of vaccines, (ii) quality of vaccines and (iii) efficiency of the immunization supply chain logistics system. 2. detail of the management and accountability structure for the implementation phase 3. a description of the identified implementation risks and mitigating factors  * Training documents (presentations, guidelines, information sheets) on the cIP and delivering the training. * Final cEVM report with recommendations | * 20% (before the end of ninth week) |
| Deliverable 4 | **Federated States of Micronesia (FSM)**   * Customized orientation package (including presentations and the information documents) for EPI officials and other stakeholders on the cEVM initiative and delivering the orientation in FSM. * Developing a customized EVM assessment plan and plan to be accepted by UNICEF   Comprehensive EVM Assessment (cEVM A)   * Use latest available versions of tools and guidance documents from the EVM website and select sites * Definition and plan of preparatory measures necessary prior to the preparation of the Comprehensive EVM Improvement Plan (cEVM IP). * Develop questionnaire and train assessors and supervisors * EVMA Data collection * Clean data and analyze results * Present recommendations to government and key partners * Finalize and share report and dataset * Brief report on lessons learned from EVM process:  1. the training experience, 2. the data issues encountered, 3. observations about comprehension and communication barriers of the assessment team, 4. general feedback on the questionnaire, tool, methodology, etc.  * Monthly progress report | * 25% (before the end of thirteenth week) |
| Deliverable 5 | * Initial EVM assessment result for FSM, the improvement plan strategy and presentation slides for these documents. Presenting the initial assessment results and the improvement plan strategy for feedback and integrating the feedback to the amended version. * cIP with five-year strategic plan (costed) and annual operational plans (cIP to be endorsed by EPI). cIP should include, but not limited to: * A detailed and prioritized workplan that is fully costed, showing which intervention will be implemented by whom, where and an indicative chronology of activities for the implementation. * Overview of the technical assistance and outsourcing needs * Description of how recommendations link to E1 to E9 of the cEVM assessment and strategic measures to achieve strategic objectives:   + availability of vaccines, quality of vaccines and efficiency of the immunization supply chain logistics system. * Detail of the management and accountability structure for the implementation phase * A description of the identified implementation risks and mitigating factors      * Training documents (presentations, guidelines, information sheets) on the cIP and delivering the training. * Final report covering all the activities performed during the assignment. * Presentation to be provided to UNICEF Pacific in Suva covering the outcomes and achievements of the assignment * Final cEVM report with recommendations | * 25% (before the end of ninth week) |

**Type of Supervision that will be provided:**

The consultant will work under the supervision of UNICEF Pacific Procurement Services Specialist with technical direction from Maternal and Child Health Specialist at UNICEF Pacific in Suva with overall supervision from Chief of Child Survival.

**Consultant’s Work Plan and Official Travel Involved:**

The duration of full-time consultancy is 4 months.

The lump sum contract includes fees, living expenses and incidentals, cost of travel to and cost of one trip in economy class on the following route: Place of recruitment-FSM-RMI-Fiji-place of recruitment. However, the consultant should make own arrangements for international travels upon approval of consultancy. The consultant is responsible to organize his/her own visa to FSM, RMI and Fiji. For travels within the countries, the consultant will be responsible to organize his/her own travels and be reimbursed upon submission of receipts/invoices

**Consultant’s Work Place:**

The consultant is expected provide technical support FSM and RMI officials on daily basis. During the work, the consultant will be based in FSM for two months, RMI for two months and Fiji for few days. The consultant is expected to bring his/her own computer.

**Qualifications or Specialized Knowledge/Experience Required:**

**Qualifications**

* Post-graduate degree is required in supply chain management, industrial engineering, economics, logistics, business, operations management, public health or any other relevant field.

**Experience**

* At least 8 years of experience, at the national and international levels, on supply chain management, cold chain management, logistics or operations management and at least 3 years of experience on immunization/public health programmes.
* Familiarity with cold chain systems, effective vaccine management, inventory policies, logistics, outsourcing, segmentation strategies, integration of health products, and other system design strategies.
* Demonstrated knowledge and expertise in developing capacity in the area of immunization supply chain management (iSCM), particularly comprehensive EVM, temperature monitoring, electronic inventory systems, developing iSCM SOPs, experience in conducting training and workshops.
* Detailed knowledge of WHO/UNCIEF recommended vaccine management practices and vaccine management assessment tools.
* Proven ability to conceptualize, innovate, plan and execute ideas.
* Strong interpersonal communication and writing skills, with ability to lead/train a group of individuals and impart knowledge. Skills in adult training methodology are strongly preferred.
* Computer skills, including quantitative analysis and reporting tools.
* Experience in the Pacific countries context is an asset.

**Languages**

* Fluency in written and spoken English required.

**Competencies**

* Solid analytical, negotiating, communication and advocacy skills.
* Demonstrated ability to work in a multi-cultural environment and establish harmonious and effective working relationships, both within and outside the work place.

* Versatility, judgment and maturity.

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**UNICEF Standard Terms and Conditions**

1.LEGAL STATUS

Individuals engaged under a consultant contract serve in a personal capacity and not as representatives of a Government or of any other authority external to the United Nations. They are neither "staff members" under the Staff Regulations of the United Nations and UNICEF policies and procedures nor "officials" for the purpose of the Convention of 13 February 1946 on the privileges and immunities of the United Nations. Consultants may, however, be given the status of "experts on mission" in the sense of Section 22 of Article VI of the Convention. If they are required to travel on behalf of the United Nations, they may be given a United Nations certification in accordance with Section 26 of Article VII of the Convention.

2. OBLIGATIONS

Consultants shall have the duty to respect the impartiality and independence of the United Nations and shall neither seek nor accept instructions regarding the services to be performed for UNICEF from any Government or from any authority external to the United Nations. During their period of service for UNICEF, consultants shall refrain from any conduct that would adversely reflect on the United Nations or UNICEF and shall not engage in any activity that is incompatible with the discharge of their duties with the Organization. Consultants are required to exercise the utmost discretion in all matters of official business of the Organization. In particular, but without limiting the foregoing, consultants are expected to conduct themselves in a manner consistent with the Standards of Conduct in the International Civil Service. Consultants are to comply with the UNICEF Standards of Electronic Conduct and the requirements set forth in the Secretary General's Bulletin on Special Measures for Protection from Sexual Exploitation and Sexual Abuse, both of which are incorporated by reference into the contract between the consultants and UNICEF. Unless otherwise authorized by the appropriate official in the office concerned, consultants shall not communicate at any time to the media or to any institution, person, Government or other authority external to UNICEF any information that has not been made public and which has become known to them by reason of their association with the United Nations. The consultant may not use such information without the written authorization of UNICEF. Nor shall the consultant use such information for private advantage. These obligations do not lapse upon cessation of service with UNICEF.

3. TITLE RIGHTS

UNICEF shall be entitled to all property rights, including but not limited to patents, copyrights and trademarks, with regard to material which bears a direct relation to, or is made in consequence of, the services provided to the Organization by the consultant. At the request of UNICEF, the consultant shall assist in securing such property rights and transferring them to the Organization in compliance with the requirements of the applicable law.

4. TRAVEL

If consultants are required by UNICEF to travel beyond commuting distance from their usual place of residence, such travel at the expense of UNICEF shall be governed by conditions equivalent to the relevant provisions of the 100 series of the United Nations Staff Rules (Chapter VII) and relevant UNICEF policies and procedures. Travel by air by the most direct and economical route is the normal mode for travel at the expense of UNICEF. Such travel will be by business class if the journey is nine hours or longer and by economy class if the journey is less than nine hours, and first class by rail.

5. MEDICAL CLEARANCE

Consultants expected to work in any office of the Organization shall be required to submit a statement of good health prior to commencement of work and to take full responsibility for the accuracy of that statement, including confirmation that they have been fully informed regarding inoculations required for the country or countries to which travel is authorized.

6. INSURANCE

Consultants are fully responsible for arranging, at their own expense, such life, health and other forms of insurance covering the period of their services on behalf of UNICEF as they consider appropriate. Consultants are not eligible to participate in the life or health insurance schemes available to United Nations staff members. The responsibility of the United Nations and UNICEF is limited solely to the payment of compensation under the conditions described in paragraph 7 below.

7. SERVICE INCURRED DEATH, INJURY OR ILLNESS

Consultants who are authorized to travel at UNICEF's expense or who are required under the contract to perform their services in a United Nations or UNICEF office, or their dependants as appropriate, shall be entitled in the event of death, injury or illness attributable to the performance of services on behalf of UNICEF while in travel status or while working in an office of the Organization on official UNICEF business to compensation equivalent to the compensation which, under Appendix D to the United Nations Staff Rules (ST/SGB/Staff Rules/Appendix D/Rev.1 and Amend.1), would be payable to a staff member at step V of the First Officer (P-4) level of the Professional category.

8. ARBITRATION

Any dispute arising out of or, in connection with, this contract shall, if attempts at settlement by negotiation have failed, be submitted to arbitration in New York by a single arbitrator agreed to by both parties. Should the parties be unable to agree on a single arbitrator within thirty days of the request for arbitration, then each party shall proceed to appoint one arbitrator and the two arbitrators thus appointed shall agree on a third. Failing such agreement, either party may request the appointment of the third arbitrator by the President of the United Nations Administrative Tribunal. The decision rendered in the arbitration shall constitute final adjudication of the dispute.

9. TERMINATION OF CONTRACT

This contract may be terminated by either party before the expiry date of the contract by giving notice in writing to the other party. The period of notice shall be five days in the case of contracts for a total period of less than two months and fourteen days in the case of contracts for a longer period; provided however that in the event of termination on the grounds of misconduct by the consultant, UNICEF shall be entitled to terminate the contract without notice.

In the event of the contract being terminated prior to its due expiry date in this way, the consultant shall be compensated on a pro rata basis for no more than the actual amount of work performed to the satisfaction of UNICEF. Additional costs incurred by the United Nations resulting from the termination of the contract by the consultant may be withheld from any amount otherwise due to the consultant from UNICEF.

10. TAXATION

The United Nations and UNICEF undertake no liability for taxes, duty or other contribution payable by the consultant on payments made under this contract. No statement of earnings will be issued by the United Nations or UNICEF to the consultant.