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**Europe and Central Asia Region (ECA) Institutional Contract**  
**TERMS OF REFERENCE**  
**SHORT TERM INTERNATIONAL INSTITUTIONAL CONSULTANCY**

**Regional Systematic Capacity Building mechanism to support priority countries to enhance the coverage and quality of child centered PHC services**

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Location	Home-based	
Duration	130 days	
	From: August 2021	To: 1 February 2022

### 1. Background

Countries in Europe and Central Asia have surpassed global progress on child mortality, more than halving under-five deaths since 1990. But as overall child mortality declines, the slow progress on neonatal mortality becomes more apparent. Almost 85 percent of under-five child deaths occur in the first year of life, and 50 percent of those, during the first month. The leading causes of death are prematurity, infections, and asphyxia.

Around 80 percent of newborn deaths are readily preventable or treatable through access to good obstetric, antenatal, and post-natal care, routine immunization, plus early initiation of (and exclusive) breastfeeding, and other basic, low-cost interventions.

Despite this tremendous and impressive progress in combating child mortality and improving MNCHN indicators through the PHC in the last three decades, ECARO continues to be faced with region wide MNCHN challenges, due to outdated and weakened PHC and recently enhanced by the effects of the novel coronavirus pandemic. Efforts to protect citizens from COVID-19 have jeopardized access to essential health services and reduced household incomes and nutrition security. Lockdowns and closure of facilities followed by a reduction in demand are the major causes of this disruption\*.

Now more than ever, is the time to recommit to primary care as the foundation and the future of health for all including children and women. Governments must be enabled to make bold policy choices and hence to invest in PHC towards UHC, addressing the underlying determinants of health and enacting policies to leave no one behind PHC. In addition, Health personnel specifically at PHC level must advance quality, comprehensive, people-centred primary care that is core to integrated services for all people across the life course. They also need to engage better with communities to enable them to take an active role in their health care and hold decision-makers accountable for results. PHC costing in the today's context can be a major milestone to enable UNICEF COs to engage more strategically with their MOH partners, to position PHC back to the strategic agenda of the MOH.

In 2021-22 UNICEF in ECA region, is supporting 4 country offices (Armenia, Kyrgyzstan, Turkmenistan and Uzbekistan) to enhance the performance of their PHC system with the aim to improve coverage and quality of MNCHN services.

### 2. Objective

The objective of this consultancy is to provide systematic capacity building and technical assistance support to UNICEF Country Offices and their partners to strengthen the governance and financing of their PHC systems for better MNCH results.

### 3. Scope of Work

This consultancy is designed:

- A) To provide a systematic capacity development support for priority countries in the region, enabling and capacitating country teams and their partners to:
  - a. run a landscape analysis of the PHC systems in their countries
  - b. run costing of the PHC services in their countries
- B) To design a regional training package on PHC review and costing and conduct a virtual training for UNICEF staff in the region.

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\* As of late September 2020, 1,242,297 people in the ECA region have been diagnosed with COVID-19, of whom nearly 28,000 have died. Millions of children in the area are affected by the pandemic's secondary impacts on their timely access to quality MNCHN Services. The ongoing analysis of the pandemic on MNCHN services and indicators in the ECA region will shed light as we continue to deepen our understanding of impact.

#### Key Tasks & Methodology for the Analysis

- a. Review key relevant background documents to the assignment to understand the context and the asks of the consultancy
- b. Adopt, contextualize and introduce a harmonized simplified methodology for PHC analysis and review, including package of guidance, tools, and methodology documents for estimating the costs of PHC packages, ensuring alignment with UNICEF global guidance and comparability across countries/regions
- c. Design and launch a continuous training and coaching process for the priority country teams to:
  - I. Enhance their capacity to run PHC landscape analysis and review
  - II. Enable them to run costing of their PHC services using a unique approach and methodology
  - III. Support UNICEF COs to prepare, present, and summarize PHC costing findings for advocacy and use at country, regional and global levels.
  - IV. Support technically UNICEF COs in the region to develop the relevant economic analyses and advocacy material aligning with their national context based on the costing exercise
- d. Engage actively with existing mechanisms, regional level UN entities, public and private sector partners, to advance PHC costing best practices
- e. Collaborate with WHO, World Bank, other UN agencies, and implementing partners to support country-level technical assistance on child friendly PHC costing
- f. Design and operationalize a regional training on PHC costing for UNICEF staff in the region
- g. Develop a cross-country (summary) analyses and snapshot of PHC costing findings as an advocacy brief in support of global-level comparisons
- h. Document the lessons learned and best practices of the 4 country offices during the process of PHC review and costing

#### 4. Activities, Deliverables, Indicators, Timeframe, and Schedule of Payment

Deliverables	Indicator	Duration	Schedule of payment (% of total contract amount)
Adoption and contextualization of a harmonized simplified methodology for PHC analysis and review; including package of guidance, tools, and methodology documents for estimating the costs of PHC packages, ensuring alignment with UNICEF global guidance and comparability across countries/regions	Harmonized and simplified method for PHC analysis and review is adopted	15 working days	5%
Undertaking the continuous training and coaching process for 4 countries for PHC review and costing	Country-1 has completed the PHC review and costing	20 working days	15%
	Country-2 has completed the PHC review and costing	20 working days	15%
	Country-3 has completed the PHC review and costing	20 working days	15%
	Country-4 has completed the PHC review and costing	20 working days	15%
Designing and operationalizing a regional training on PHC costing for UNICEF staff in the region	The regional training package is designed, and the training and the training is undertaken	15 working days	10%
Develop a cross-country (summary) analyses and snapshot of PHC costing findings as an advocacy brief in support of global-level comparison	The cross-country analysis and snapshot of PHC costing is developed	10 working days	10%
Documenting the lessons learned and the best practices of the 4 country offices during the process of PHC review and costing	A concise document on lessons learned and the best practices of the 4 countries in their PHC review and costing is documented	10 working days	15%
<b>TOTAL</b>		<b>130 working days</b>	<b>100%</b>

**Note.** All reports and presentations should be submitted in English

**5. Management and Organization**

- Management: The institution will work remotely under the direct supervision of the UNICEF ECA Regional Health Advisor.
- The institution is required to facilitate briefings and orientation and to allow rapid review and endorsement of the deliverables remotely using digital platforms. The coaching process will be undertaken virtually, and the consultants are expected to organize the virtual coaching sessions, training sessions etc.

**6. Work relationships**

- The institution will complete all activities and deliverables listed above within the allotted timeframe.
- UNICEF will facilitate introductions to relevant staff in the region
- The institution will be responsible for organizing and coordinating all online meetings with the counterparts as required.

**7. Budget and terms of payment**

The consultancy fee shall be paid according to the above matrix in Clause.4 and upon approval of relevant deliverables by UNICEF.

**8. Conditions of Work**

- The institution shall use his/her own facilities to manage the work.
- The assignment is home-based with no travel envisaged. The institution will work directly with UNICEF staff in ECARO and country offices through remote means.
- No work may commence unless the contract is signed by both UNICEF and the institution

**9. Remarks and reservations:**

UNICEF reserves the right to terminate the contract and/or withhold all or a portion of payment if the rules and the regulations regarding confidentiality, ethics and procedures of UNICEF and the partners are not followed, the performance is unsatisfactory, or work/deliverables are incomplete, not delivered or fail to meet the deadlines. The team must respect the confidentiality of the information handled during the assignment. Documents and information provided must be used only for the tasks related to this terms of reference. Please examine Annex-A General Terms and Conditions in detail regarding the confidentiality, ethics and termination of contracts.

**10. Confidentiality and Data Ownership**

Data/information gathered by the institution cannot be used for personal or professional goals by the institution or its employees without the prior request and approval by UNICEF. Ownership of the data belongs to UNICEF and the relevant country authorities. The raw and cleaned data should be available immediately after data is collected. Any delay in this matter will affect the payments to the consultants. Please examine Annex-A General Terms and Conditions in detail regarding the confidentiality, ethics and termination of contracts.

**11. Qualifications**

The team of consultants (which should include at least a team lead and 1 other expert, and is expected to be no more than 4 people) should meet the following requirements:

- Demonstrated expertise and previous experience in designing methodologies and analysing PHC systems and their costing.
- Expertise in public health financing and previous experience in conducting costing of PHC services.
- Familiarity with the PHC context in the Europe and Central Asia.
- Demonstrated experience in documenting case studies and lessons learned.
- Demonstrated ability to produce high quality results in a timely manner.
- Proven familiarity and experience working with the UN (ideally with UNICEF) is preferred.
- Knowledge of Russian language of some of the team members is an asset.

**12. Applications and selection criteria**

Each proposal will be assessed first on its technical merits and subsequently on its price. In making the final decision, UNICEF considers both **Technical and Financial Proposals**. The proposal obtaining the highest overall score after adding the scores for the Technical and Financial Proposals together, that offers the best value for money, will be recommended for award of the contract.

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

- a) **Request for Proposals for Services Form** (provided above).
- b) **Administrative and financial documents** of bidding institutions listed in the “Technical Evaluation Criteria” document and this RFP document

- c) **Presentation of the Bidding Institution** or institutions if a consortium (maximum two institutions will be accepted as part of the consortium), including:
- Name of the institution,
  - Date and country of registration/incorporation,
  - Summary of corporate structure and business areas,
  - Corporate directions and experience,
  - Number and type of employees,
  - In case of a consortium of institutions, the above listed elements shall be provided for each consortium members in addition to the signed consortium agreement; and
  - In case of a consortium, one only must be identified as the organization lead in dealing with UNICEF.
- d) **Narrative Description of the Bidding Institution's Experience and Capacity** in the following areas:
- Capacity development for landscape analysis and costing of PHC systems,
  - Design and implementation of training in PHC reviews and costing,
  - Previous assignments related to PHC landscape analysis and costing.
- e) **Relevant References** of the proposer (past and on-going assignments) in the past five years. UNICEF may contact references persons for feedback on services provided by the proposers.
- f) **Samples or Links to Samples of Previous Relevant Work** listed as reference for the proposer, on which the proposed key personnel directly and actively contributed or authored.
- g) **Methodology**. It should minimize repeating what is stated in the ToR. There is no minimum or maximum length. If in doubt, ensure sufficient detail.
- h) **Work Plan**, which will include as a minimum requirement the following:
- General work plan based on the one proposed in the ToR, with comments and proposed adjustments, if any; and
  - Detailed timetable by activity (it must be consistent with the general work plan and the Financial Proposal).
- i) **Team:**  
UNICEF is looking for an institution that provides a team of experts (for minimum two (2) to maximum four (4) consultants who have expertise within the scope of requirements of services) for the completion of services. Consultancy Company will provide:
- Summary presentation of proposed team,
  - Description of support staff (number and profile of research and administrative assistants etc.),
  - Level of effort of proposed team members by activity (it must be consistent with the Financial Proposal), and
  - CV of each expert proposed to carry out the consultancy (incl. three references).

The Technical Proposal will be submitted in both word and electronic (PDF) format.

The presence of a conflict of interest of any kind will automatically disqualify prospective bidders from consideration.

**The Financial Proposal should include but not be limited to the following:**

- a) **Resource Costs:** Daily rate multiplied by number of days of the experts involved in the consultancy.
- b) **Virtual Training Costs (if any):** Indicate nature and breakdown if possible.
- c) **Recent Financial Audit Report:** Report should have been carried out in the past two years and be certified by a reputable audit organization.

The Financial Proposal must be fully separated from the Technical Proposal  
Costs will be formulated in USD and free of all taxes.

**Payment:** UNICEF will issue a contract in USD. Payments will take place in USD upon submission of the deliverables and acceptance & approval of these deliverables by UNICEF and its partners.

### 13. Proposal assessment and Weighting Criteria

#### Award criteria: Cumulative Analysis.

The evaluation and award criteria that will be used for this RFP is Cumulative Analysis evaluation (point system with weight attribution). The weighting ratio between the technical and financial proposals will be 70:30. The respective importance between technical and financial scores will be weighted as 70% and 30%.

- Weightage for Technical Proposal = 70%
- Weightage for Financial Proposal = 30%
- Total Score = 100%

#### a. Technical Proposal:

The Technical Proposal should address all aspects and criteria outlined in this Request for Proposal (Please see Annex A for technical evaluation criteria in detail).

**Table: Evaluation of Technical Proposal**

The Technical Proposals will be evaluated against the following:		
REF	CATEGORY	POINTS
1	<b>Key personnel and experience of the firm:</b>	
	• Professional background, experience and qualifications of the proposed team for the assignment	20
	• Relevant experience of the firm and samples of previous work completed by the firm	10
2	<b>Proposal Description (Proposed methodology and approach):</b>	
	• Adequacy and completeness of the proposed work plan and approach	10
	• Relevance and compliance of the proposed method to the expectations of the TOR	15
	• Relevance of the PHC costing tool proposed (if the tool is well-tested)	15
<b>Total Technical</b>		<b>70</b>

An offer is considered technically acceptable (and therefore eligible for opening of financial offers), when it obtains 49 points out of 70 during the course of the technical evaluation. The final selection of the contractor will be based on a combination of the technical and financial proposals with a weighting of 70% for the technical proposal and 30% for the financial proposal. In the case of cumulative analysis, the proposals scoring below 70% of the available technical points will be considered non-compliant and will be rejected and not further considered (e.g. in the case of 70:30, the passing score is 49 points out of 70).

#### b. Financial Proposal

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 opened and compared among those invited institutions which obtain the threshold points in the evaluation of the technical component.

All other price proposals will receive points in inverse proportion to the lowest price, e.g.,

$$\text{Score for price proposal X} = \frac{\text{Max. score for price proposal} * \text{Price of lowest priced proposal}}{\text{Price of proposal X}}$$

#### Responsibilities

UNICEF's responsibilities include timely provision of all required information, guidance and feedback on all deliverables. The contractor is expected to produce products as per defined tasks and deliverables and revise them based on feedback to be provided by UNICEF.