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**TERMS OF REFERENCE**

**Implementation of the SCM Professionalisation Framework in Nigeria**

# Background:

People that Deliver (PtD) supports governments and organisations to improve supply chain performance by advocating country-based interventions that strengthen human resources in health supply chains. PtD’s goal has always been to achieve professionalisation, whereby health supply chain management is transformed into a recognised profession of the highest integrity.

In a step towards achieving this goal, and in collaboration with USAID, the Global Health Supply Chain Program-Procurement and Supply Management (GHSC-PSM) project and SAPICS, PtD has developed a set of global standards that align career path, education and professional growth in health supply chain management; this is the [PtD Supply Chain Management (SCM) Professionalisation Framework](https://peoplethatdeliver.org/resources/scm-professionalisation-framework). At its core is the Library of Competencies and Designations that acts as the standard to ensure alignment between the supply and demand for health supply chain professionals. It also comprises an implementation approach, which provides clear guidance on how to begin this journey of change.

With very few countries regulating health SCM professionals and no global standards in education or experience, and a great need for improved SCM labour markets, we believe that this framework with an identified career path will encourage the growth in number and skills of SCM workers and institutionalise the health supply chain professional as a specific cadre within human resources for health. The framework includes a country implementation methodology and a practical set of steps and tools to validate and implement the framework in a country.

In November of 2018, a Human Resources (HR) for SCM assessment performed in three states in Nigeria (Adamawa, Bauchi, and Kebbi) found that approaches to SCM professionalisation were immature in design and execution. Some of the challenges uncovered were as follows: no local certification programs for supply chain personnel, no professional body authority, no recognized supply chain certifications for promotions, and no recognition in the civil service system for completed supply chain qualifications or credentials. The report recommended strengthening the Logistics Management Coordination Unit’s (LMCU) role in capacity building coordination at state and local government area levels, and raising awareness of existing professional associations, and SCM training programs. Nigeria is therefore a suitable and highly motivated pilot country for implementation of the framework, with a high interest in improving their professionalisation.

# Objectives, purpose and expected results

The contractor will work with the PtD Secretariat and trusted stakeholders to implement the first two phases (advocacy and defining the scope) necessary to complete a supply chain workforce improvement program in Nigeria. The implementation process will incorporate a stakeholder analysis identifying system and function actors, key informant interviews to uncover the factors that are currently influencing supply and demand of SCM professionals,a stakeholders validation workshop to define roles and responsibilities, the development of an improvement project charter and a customized implementation plan for Nigeria utilizing a defined implementation framework. Throughout the implementation process the contractor will work with the PtD secretariat to create champions and mentors, include discussions with regulatory bodies on the maintenance of the standard, and capture examples of compliance.

With successful implementation of this activity, we envision a proof of concept will be created to demonstrate the value of such a framework at a global level. This proof of concept with the specified country implementation approach will enable other countries to accept the framework and work towards recognition by professional bodies. In Nigeria the framework will support the development of an appropriate career path structure for the LMCUs, continuing the development and institutionalization of the LMCUs and supporting the ongoing supply chain integration efforts in Nigeria.

# Description of the assignment

1. Undertake a [stakeholder analysis](https://academic.oup.com/heapol/article/15/3/338/573312) (see link to guidance on how to do a stakeholder analysis), identifying system actors, those actors that work at the national level and are responsible for regulation and or policy in areas that affect products, premises, processes or people within the supply chain (government, professional associations, consumers) and function actors, actors who are active participants in the various institutions involved in the ‘supply’ of SCM workers and those involved in the demand of SCM cadres (supply side: universities and demand side: government, humanitarian, technical, private sector, donors, United Nations)
2. Undertake key informant interviews with stakeholders to uncover the factors that are currently influencing supply and demand of SCM professionals
3. Invite key stakeholders to a validation workshop to advocate for professionalization, kick start the professionalization efforts, define roles and responsibilities, and develop a project charter, identifying the critical roles of sponsor, project manager, coach, in-country representative, and working group leads (policy, education, supply chain process, technology, HR, professional association, and change management). The project charter should have stakeholders named with signed commitments for each organisation.
4. Develop a customized implementation plan for Nigeria, defining stakeholder roles, change management plan and implementation process to be followed with suggested timelines
5. Engage with regulatory bodies such as the Pharmacists Council of Nigeria (PCN) to maintain the framework and standard with limited donor funding

# Deliverables

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| **#** | **Deliverables** | **Deadlines** |
| **1** | Stakeholder analysis | **31 March 2022** |
| **2** | Analysis of key informant interviews on the factors that are currently influencing supply and demand of SCM professionals | **25 June 2022** |
| **3** | Validation workshop | **29 July 2022** |
| **4** | Project charter | **27 August 2022** |
| **5** | Implementation plan for Nigeria | **30 Sept. 2022** |

Dates are tentative, subject to closing of tender and evaluation results. Deliverables are expected to be submitted electronically.

# Reporting Requirements

* All draft deliverables should be submitted to the PtD Executive Manager for review and feedback before submission of the final version
* Regular check in meetings will be held with the contractor (schedule to be determined upon project inception), during which the contractor will provide a progress report. The contractor will send meeting minutes following all check in meetings
* Brief workshop report will be submitted to PtD which will include the agenda, list of participants, points discussed, and action items
* All final presentation materials should be submitted to the PtD Secretariat, including, PowerPoint presentations, recordings, and list of participants.
* No final report is required

# Location & duration

Duration: 1 March – 30 September 2022 (tentative)

Location: Nigeria

Travel: Domestic travel within Nigeria as required

Start Date: 1 March 2022 (tentative)

Reporting to: PtD Executive Manager

# Qualification requirements

This activity requires personnel with at least five years in national supply chain systems strengthening, at the global, national, and local levels in developing-country settings. Personnel should demonstrate at a minimum the following technical knowledge:

* Demonstrated knowledge in the field of health systems strengthening and essential health commodities supply chains in Nigeria
* Demonstrated experience in conducting assessments, capacity building and training
* Excellent research and analysis skills
* Excellent editing, writing and presentation skills in English
* Language: Fluency in English is required. Team members with a knowledge of one or more local Nigerian languages is an asset

CVs for all personnel listed in the proposal should be provided in the proposal annex. 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:

Part A: Technical Professionals:

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| --- | --- | --- | --- | --- | --- |
| **No.** | **Category** | **Role / Job Title** | **Years of Experience** | **Number of Deployable Personnel** | **Names with Submitted Resumes** |
| 1 | Senior Professional | e.g. Supply Chain Management Expert | 8+ |  |  |
| 2 | Junior Professional | e.g. Supply Chain Management Analyst | 2-5 |  |  |

Part B: Other Professionals

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| --- | --- | --- | --- | --- | --- |
|  | **Role** | **Job Title** | **Years of Experience** | **Number of Deployable Personnel** | **Names with Submitted Resumes** |
| 1 |  |  |  |  |  |
| 2 |  |  |  |  |  |
| 3 |  |  |  |  |  |

# Evaluation process and methods

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

1. Organizational profile/structure providing detailed information on the expertise of Company detailing general and specific experience with similar assignments in the past five years. Bidders are requested to back up their submissions by providing:
   1. Evidence in the form of job completion certificate, contracts and/or references.
2. Describe how the bidder will address each item outlined in the Objectives section of this ToR, including outlining the methodology, resources needed and applicable tools
3. Share a template work plan specifying the tasks to be performed, approximate durations, methodologies, and meetings. The key deliverables including the final report.
4. Provide a list of applicable tools and other expert technical providers, if any, and the work they would perform.

The evaluation methodology is based on a highest combined score (based on the 70% technical offer and 30% price weight distribution). Each interested institution is requested to submit in a brief a technical proposal for such assignment along with a copy of the organization profile, the proposed technical team curriculum vitae, expected budget as well as a sample of previous work undertaken in the last two years. After the opening, each proposal will be assessed first on its technical merits and subsequently on its financial value price. The proposal with the best overall value, composed of technical merit and price, will be recommended for approval.

UNICEF will set up an evaluation panel composed of technical and procurement staff and their conclusions will be forwarded to the internal UNICEF Contracts Review Committee or other relevant approving authority. The evaluation panel will first evaluate each response for compliance with the requirements of this Terms of Reference. Responses deemed not to meet all the mandatory requirements will be considered non-compliant and rejected at this stage without further consideration.

Failure to comply with any of the terms and conditions contained in these Terms of Reference, including provision of all required information, may result in a response or proposal being disqualified from further consideration. The overall weighting between technical and price evaluation will be based on the predefined criteria. The technical component will account for 70% of the total points allocated and the financial component (commercial evaluation) will account for 30% of the total points allocated.

Technical Proposal

The weighting allocated for the technical component is 70%. UNICEF evaluators will read the submission and give scores according to the table below. The proposals will be evaluated against the following technical criteria:

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| **Item** | **Technical Criteria/Qualifications** | **Max. Points** |
| 1 | **Overall Response** | **5** |
| 1.1 | Completeness of the proposal and responsiveness to the TOR (**5 pts)** | |
| 2 | **Capability and experience in the field** | **45** |
| 2.1 | In-depth knowledge of the Nigerian public health sector/ health procurement and supply chain management sector, examples of similar projects working in Nigeria  (**15 pts)** | |
| 2.2 | Have adequate and appropriate personnel and capable management staff to supervise activities. A quality control must be in place (**20 pts)** | |
| 2.3 | Relevant experiences with international/UN organization, governmental entities, or private sector **(10 pts)** | |
| 3 | **Proposed Methodology and Approach** | **20** |
| 3.1 | Quality of the proposed methodology - the proposal should detail the proposed approaches based on the TOR requirements **(20 pts)** | |
|  | ecblank**Total Technical Score** | **70** |

Only proposals obtaining a minimum of 49 points in Technical Criteria evaluation will be considered for the Financial Evaluation.

Financial Proposal:

1. **All-inclusive cost for the Project** **(30 points)**

The price/cost of each of the technically compliant proposals shall be considered only after evaluation of the above technical criteria. A maximum 30 point assigned to the financial proposal will be allocated to the lowest financial proposal. All other price proposals will receive scores in inverse proportion according to the following formula: 

As a result of the financial evaluation, the points of each proposal will be taken into further consideration in the final evaluation. All prices/rates quoted must be **exclusive of all taxes** as UNICEF is a tax-exempt organization.

# Administrative issues

* When travel is expected as part of the assignment, it shall be clearly specified (e.g. location, duration, number of journeys, etc.) in the TOR. Bidder shall be required to include the estimated cost of travel in the financial proposal.
* It is essential to clarify in the TOR that i) travel cost shall be calculated based on economy class travel, regardless of the length of travel and ii) 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.

# Project management

* UNICEF Supply Division (SD) Manages the contracting
* Contractor will carry out activities to meet the objectives achieve the deliverables listed above.
* People that Deliver will be the contractor’s main focal point, liaising with the local USAID team in Nigeria

# Payment Schedule

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| --- | --- |
| * Stakeholder analysis and analysis of key informant interviews | Invoice 1 (25%) |
| * Workshop | Invoice 2 (25%) |
| * Project charter | Invoice 3 (25%) |
| * Implementation plan | Invoice 4 (25%) |