

ANNEX B - TERMS OF REFERENCE (including B1 and B2)

Impact Assessment of ViVa - Visibility for Vaccines

UNICEF is looking for a qualified service provider to assess its ViVA – Visibility for Vaccines Project.¹ The assessment will take place over the course of three months.

1. BACKGROUND

- 1.1. Immunization is one of the most cost effective health interventions available today. UNICEF procures vaccines for around 100 countries annually worth \$1.317 billion in 2017. This represented enough procurement of vaccine doses to reach 45% of the world’s under-five children.
- 1.2. Immunization is being challenged by vaccine management and supply chain issues, including late disbursement of funds that may lead to stock-outs in countries, resulting in disruptions to timely access to immunization, in some cases in halted immunization programmes, reducing coverage, and ultimately in deaths from vaccine preventable diseases. Based on this context, in 2013, UNICEF started the innovation project ViVa – Visibility for Vaccines to help address this issue.
- 1.3. The Gavi Alliance Immunization Supply Chain Strategy, approved in 2015, pointed to the need for improved use of data for the management of the vaccine supply chain. UNICEF identified ViVa as a possible entry point for countries to start realizing the benefits of visualizing data in dashboards and using evidence for improved understanding and ease of identifying corrective actions. In addition, ViVa was considered as an entry point to initiating CO and government staff in using data for decision making. At the same time, the Strategy has provided a framework for UNICEF to offer ViVa to countries, not in isolation, but as part of a package.
- 1.4. ViVa is a vaccine stock projection tool, which uses data visualization to monitor and issue early warnings of potential stock constraints for Expanded Programme Immunization (EPI) counterparts in countries. Via simple visualization, the tool aims to make vaccine stock management monitoring more effective and thereby save lives and contribute to more efficient use of government’s resources. ViVa was piloted as an Excel-based tool with selected countries in 2014, and relaunched in 2016 as a web-based platform.
- 1.5. ViVa allows countries to:
 - Identify potential vaccine supply and stock management issues such as stockouts, overstocking, and differences in consumption trends, mainly at the highest supply chain level of the country but also at lower levels;
 - Communicate and advocate for early funding and facilitate proactive action to avoid the risk of these issues;
 - Visualize the impact of future orders on stock levels;
 - Ultimately, improve the country’s demand forecast.
- 1.6. Implementation of ViVa targeted the adoption of the tool by 50 countries by 2018, as well as roll-out to selected sub-national locations. However, in 2018, global coverage of ViVa was still falling below target: 19 countries are using ViVa. 16 other countries have either started the process or demonstrated interest in ViVa.

¹ www.vivaplatform.org; <https://www.youtube.com/watch?v=e5c8Divlc78&t=63s>

1.7. ViVa was rolled out sub-nationally in Afghanistan in December 2017, when cold chain managers and technicians from seven regional stores were trained on the platform. It was the first time that ViVa was used at a subnational level, enabling visibility and pipeline monitoring at the regional cold rooms in Afghanistan. More recently, Myanmar started testing subnational implementation, and Nigeria has also expressed interest in a subnational roll-out.

2. OBJECTIVES

The objectives of the Impact Assessment are:

- i) To provide UNICEF with an independent analysis of the results achieved by the project so far, both in relation to results sought by UNICEF via ViVa and unplanned or unexpected results;
- ii) To understand the challenges with roll-out and implementation, and the challenges and barriers to uptake and adherence by countries;
- iii) To assess lessons learned during implementation that can provide guidance for future decision-making in regards to the continuation of ViVa and expansion to other products;
- iv) To provide evidence to support accountability to the project's funding partners, UNICEF Supply Division management and governments that have considerably invested in the utilization of the tool.

3. SCOPE AND APPROACH

3.1. The impact assessment will cover the implementation phase of the tool, from its launch as an online platform in 2016 to the current days. The primary users of the assessment are UNICEF's Monitoring, Strategic Data and Evidence Unit – MSDEU and Vaccine Center - VC, thus the recommendations should target UNICEF specifically. Secondary users are the governments that adopt ViVa as a data for management tool. Additional users include interested countries that have not adopted ViVa or started its implementation and use yet.

3.2. The review will be implemented in three stages, with the following activities:

- Inception Stage:
 - kick-off meetings with UNICEF Supply Division (in person or remotely)
 - preparation of Assessment matrix and instruments
 - stakeholder mapping
 - finalization of methodology and timeline for the assessment
 - preparation of Inception Report.
- Data Collection and Analysis Stage:
 - application of stakeholder survey
 - interviews with key informants
 - data analysis
 - preparation of draft Impact Assessment Report.
- Finalization Stage:
 - formal presentations and discussions of findings with UNICEF
 - joint formulation of recommendations with UNICEF
 - finalization of Impact Assessment report based on UNICEF's feedback.

3.3. The assessment should follow a mixed-method approach, including (but not limited to) the following tools to implement the activities in the three stages:

- Desk review of existing documentation (provided by UNICEF);

- Data analysis on stock levels, occurrence of stock constraints and forecast accuracy trends in participating vs. non-participating countries procuring via UNICEF, including data triangulation where possible (provided by UNICEF);
- Qualitative data analysis on the use of ViVa by the participating countries (provided by UNICEF and national counterparts);
- Survey with country stakeholders and UNICEF regional and country offices: use of ViVa, perceptions on user-friendliness and processes; perceptions of results achieved;
- In-depth interviews with key informants in governments, UNICEF regional and country offices and global and regional partners (for 8-10 countries / roughly 40 interviews, please note some will necessarily have to be in French);
- Case study of Afghanistan (to be provided by UNICEF).

4. INDICATIVE TIMELINE

4.1. The Impact Assessment is expected to take place within the period of three months, according to the following indicative timeframes²:

- Inception Stage: up to 2 weeks
- Data Collection and Analysis Stage: up to 7 weeks
- Finalization stage: up to 3 weeks

4.2. A detailed timeline must be a part of the technical proposal presented by bidders, using the above timeframes as a reference. The timeline also considers allocated time for UNICEF to review draft deliverables.

4.3. The proposed timeline for the Impact Assessment is mid-September to mid-December.

5. KEY DELIVERABLES

5.1. The activities detailed in the previous section will lead to the preparation of the key deliverables:

5.2. Inception Stage

- **Deliverable 1:** Inception Report
A MS Word report in English, up to 30 pages, including at least:
 - The detailed methodology to carry out the assignment, including a review matrix with the assessment questions and approaches to collect and analyze the data;
 - A workplan with activities and updated timeline for the three stages of the assessment;
 - A stakeholder map, with key informants to the assessment and how they will be consulted;
 - Limitations and risks to the assessment, including mitigating measures;
 - Annex of data collection instruments, including survey plans and questionnaires, interview protocols and other tools that will be used.

5.3. Data Collection and Analysis Stage

- **Deliverable 2:** Draft Impact Assessment Report
A draft MS Word report in English, up to -40 pages, including at least:
 - Executive summary (3 pages)
 - Description of the object of assessment
 - Assessment purpose, objective and scope
 - Assessment methodology
 - Findings
 - Conclusions and draft recommendations

² This detailed finalized timeline will be approved during the Inception phase.

- Annex of data collected and detailed analysis performed

5.4. Finalization Stage

- **Deliverable 3:** Presentation to UNICEF Supply Division/ Participation in 1-day recommendation workshop
 - A MS Power Point presentation in English, up to 20 slides, presented in person to the UNICEF team in Copenhagen, including a summary of the draft impact assessment report;
 - Following the presentation, participation in discussion with UNICEF on the formulation of recommendations as per assessment findings.
- **Deliverable 4:** Final Impact Assessment Report
A revised version of the Draft Impact Assessment Report and presentation, incorporating and addressing feedback received from the UNICEF team.

6. PAYMENT SCHEDULE

- End of Inception Stage: 20% of contract amount
- End of Data Collection and Analysis Stage: 30% of contract amount
- End of Finalization Stage: 50% of contract amount

7. REPORTING AND RESPONSIBILITIES

7.1. The impact assessment team will report to the Evaluation Specialist, UNICEF Supply Division, based in Copenhagen. Evaluation is a component of the Monitoring, Strategic Data and Evidence Unit, part of the Director's Office in Supply Division.

7.2. UNICEF will have the responsibility to ensure that the team has all the conditions to implement the assessment. Among others, UNICEF will:

- Provide documentation package containing the necessary documents for the desk review;
- Provide data sets for analysis;
- Provide support for interviews with staff;
- Facilitate contacts with external interviewees;
- Organize the 1-day recommendation workshop
- Keep stakeholders, partners and consultants informed of progress or any challenges that arise during the implementation of the assessment.

8. QUALIFICATION REQUIREMENTS

The team allocated to this project (1-2 people) should have the minimum combined qualifications listed below:

- Advanced university degree in public health, management, social sciences or other relevant areas;
- Knowledge of supply chain data tools;
- At least seven years of experience in leading evaluations, research or institutional assessments, of similar scale and level;
- Experience with and strong skills in quantitative and qualitative research and approaches, including the facilitation of participatory workshops;
- Working knowledge of the UN, UNICEF experience is preferred;
- Excellent skills in organizing, communication, reporting and presentation;
- Fluency in written and spoken English and French are essential and in Arabic, Russian and/or Portuguese is an advantage.

ANNEX B1: QUESTIONS TO BE COVERED IN THE ASSESSMENT

The following questions outline what UNICEF needs to have responded by this impact assessment. Final wording, proposed methods and tools for data collection and data sources to address each question will be the subject of discussions during the Inception Stage, and will be presented in the Inception Report.

Relevance

1. To what extent is ViVa aligned with targeted governments' development plans?

Effectiveness / Impact

2. What has been the UNICEF process of disseminating, rolling out and implementing ViVa? Who have been the key players? What are the key factors that have facilitated or hindered progress towards established targets?
3. Are there different levels of use of ViVa among participating countries, such as: i) countries that have fully implemented and used consistently; ii) countries that have partially implemented and/or use it sporadically? Is it possible to observe differences in results (management of vaccine pipeline and stocks, reductions in stock-outs and in over-stocks) between the countries with different levels of implementation?
4. What factors have facilitated or hindered progress in the implementation of ViVa in the participating countries? Why are some countries lagging behind in implementation?
5. To what extent has the use of ViVa been able to address the identified supply chain challenges?
 - Delays in release of funds for procurement
 - Lack of reliable, timely stock data for decision-makers
 - Poor visibility of upcoming deliveries and shipment plans from suppliers
 - Poor stock management related to lack of visibility and to lack of ability of country staff to make projections
 - Ability to accurately forecast and plan for vaccine shipments
6. Has ViVa contributed to an increased awareness by governments on the importance of using data for the management of their vaccine supply chain, and on using evidence for decision-making? How does that affect their ways of working?

Efficiency

7. What level of investment (financial, human, capacity, etc.) has UNICEF made to implement ViVa?
8. What level of investment (financial, human, capacity, etc.) have governments made to implement ViVa? Do they perceive this level of investment as adequate and proportional to the benefits obtained?

Sustainability

9. To what extent is ViVa contributing to sustainable management of immunization programmes? To what extent has ViVa (or the evidence generated by it) been incorporated into participating countries' business process flows and/or decision making processes?
10. To what extent do supported Country Offices utilize ViVa out of their own initiative, without prompting from Supply Division or Regional Offices? To what extent do supported government EPI staff do the same?
11. To what extent have identified risks materialized and mitigated?

Future implementation

12. What future roll-out approach should UNICEF pursue for ViVa?
13. Should ViVa be expanded to include other products in the supply catalogue? If so, which ones and when?

ANNEX B2: ASSESSMENT OF PROPOSALS

This work will be delivered under a consultancy contract. The Proposer achieving the highest combined technical and price score will (subject to any negotiations and the various other rights of UNICEF detailed in this RFPS) be awarded the contract. The Proposer must meet the minimum qualifications listed above. Technical and financial proposals must be presented separately, and will be assessed on the basis of 70% technical and 30% financial.

Technical

The total amount of points allocated for the technical component is 70. UNICEF scorers will read the submission and give scores according to the evaluation criteria included in the table below. Only bidders that obtain **49** points and above in the technical assessment will be considered for the stage of financial assessment.

A3. The following items should be included in the Technical Proposal, based on which the first assessment will be conducted (indicative length of each section is provided in brackets):

- 1) Profile and experience with similar projects and clients, including links to 2 sample reports (up to 2 pages)
- 2) Understanding of the ToR and overall approach to the Impact Assessment (up to 2 pages)
- 3) Methodology to conduct the Impact Assessment (up to 3 pages)
- 4) Proposed workplan for the Impact Assessment (up to 2 pages)
- 5) Quality assurance and risk mitigation mechanisms to guarantee the best results for the project (1 page)
- 6) Consultant's profile, including summary of qualifications and number of working days allocated to the project. (up to 2 pages)
- 7) Reference contacts from other clients (1 page)
- 8) Annexes: full CV(s) of professional(s) conducting the Impact Assessment

If needed, UNICEF may request bidders to conduct a presentation of their proposals and clarify details before making a final decision on contract award.

Financial

Bidders that obtain a minimum score of 49 (out of 70) in the technical assessment will move to the next phase (opening of financial proposals). The total amount of points allocated for the financial component is 30.

Bidders should provide an all-inclusive amount proposal, with cost breakdown by resources and activities (as per ANNEX B3-Financial Proposal Template). Travel costs will be acknowledged at this stage, but not considered part of the financial proposal assessment. The following cost items should be included and described in detail in the financial proposal:

- 1) Daily rates for the consultant(s) (hour rates and total cost per professional, based on number of working days included in the technical proposal)
- 2) Other fees
- 3) Estimated reimbursable travel costs (all travel must be pre-approved by UNICEF and will be based on most direct and economy class ticket irrespective of the duration of the flight. UNICEF will reimburse the service provider(s) upon presentation of the travel tickets and boarding

pass/receipts etc.). Daily subsistence allowance (DSA) will, where applicable, be paid up to a maximum of the official UN rate

4) Additional costs

Travel costs should include the participation of the team in one meeting with UNICEF in Copenhagen (Finalization Stage). Other necessary travel costs will be reimbursed if so is agreed previously with UNICEF.

Technical Proposal Assessment Form		Max. Points Obtainable
1	Experience in similar projects - 10 marks	
<i>In brief: Evidence of experience with similar projects</i>		
1.1.	Evidence of experience in similar projects (evaluations, research and institutional assessments) of similar scale and level: 2 sample reports	10
2	Proposed methodology and approach - 35 marks	
<i>In brief: Approach, methodology and workplan for the Impact Assessment</i>		
2.1.	Overall understanding of the ToR and of the needs and requirements for the Impact Assessment	10
2.2.	Proposed methodology to conduct the Impact Assessment	10
2.3.	Workplan for the Impact Assessment	10
2.4.	Quality assurance and risk mitigation mechanisms	5
3	Quality of personnel and suitability for the assignment - 25 marks	
<i>In brief: Consultant's profile and evidence of knowledge, skills & experience</i>		
3.1	Academic and technical background of consultant(s)	5
3.2	Experience in leading evaluations and/or research, institutional capacity assessments, of similar scale and level	10
3.3	Experience with quantitative and qualitative research and approaches	10
Total - 70 marks		70

- The bidders should ensure that all pricing information is provided in accordance with the following:
 - The currency of the proposal shall be in US Dollars (USD), Euro (EUR) or Danish Kroner (DKK). Invoicing will be in the currency of the proposal.
 - For the purpose of evaluation, UNICEF shall use US Dollars to evaluate all financial proposals. All proposals submitted in any other currency shall be converted to US Dollars using the prevailing UN exchange rate at the time of evaluation. Contracts shall be issued in the currency of the bids submitted by the selected supplier(s). Invoicing will be in the currency of the proposal.