

## TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS

<b>Consultancy Title</b>  <b>Vaccine &amp; Cold Chain Management Expert Pool</b>	<b>Duty Station</b>  Remote (with the possibility of multiple duty stations for deployment as required)
<b>Purpose of Activity/Assignment:</b>  <p>UNICEF supports countries in achieving their national immunization goals. The achievement of these goals depends on having strong vaccine and cold chain management systems in place that are routinely assessed and improved through the comprehensive Effective Vaccine Management Assessments (EVMAs) and supported through functional National Logistics Working Groups (NLWGs). The objectives for the NLWGs are to achieve adequate supply for every immunization session without temperature damage and at the lowest possible cost per fully immunized child through ensuring effective planning &amp; resourcing; strong data systems and effective use of the data; effective and efficient use &amp; management of immunization infrastructure; supply chain optimization and workforce development.</p> <p>The Vaccine &amp; Cold Chain Management workstream in the Health Centre of Excellence (CoE) has established a pre-screened experts pool in 2025 to streamline and expedite the recruitment process within the CoE and at country level through the technical screening of consultants with vaccine &amp; cold chain management expertise in priority technical areas.</p> <p>Due to the establishment of the CoEs and the kick-off of the new Gavi 6.0 strategy vaccine and cold chain management expertise are in high demand to provide expert support. The existing experts pool needs to be updated to account for the new Gavi Alliance iSC strategic priorities and include the wider range of expertise and skills sets, therefore, the team is announcing this opportunity to potential technical expertise to renew the pool.</p>	
<b>Scope of Work:</b>  <p>The purpose of this announcement is to establish a pre-screened Experts Pool of Vaccine &amp; Cold Chain Management Specialists in the following technical areas listed below. Experts screened from this solicitation process will be deployed as needs basis. These experts are expected to work in close collaboration with UNICEF CoEs, Supply Division, Country Offices and other external partners (such as WHO, Gavi, Africa CDC, CHAI, PATH, Village Reach, JSI,...) in providing technical assistance and applying latest guidance, tools and methods at country level to strengthen the country's immunization supply chain management systems. Tasks include to conducting EVMAs and developing and updating continuous improvement plans linked with national immunization strategies; strengthening national and sub-national logistics working groups, updating Thrive360 data inputs, strengthening forecasting and supply planning, supporting the rollout of digital data systems; strengthening the process of conducting national cold chain inventories that can be updated regularly and linking these to operational deployment plans, developing and supporting the implementation of rehabilitation and expansion plans; preventative and corrective maintenance plan; health facility solar electrification and waste management planning and implementation support; supply chain optimization and last mile distribution strengthening and other equity initiatives and capacity building initiatives. In addition, qualified experts from this pool may be tasked to help the national counterpart on the following technical areas, or multiple areas based on the country needs.</p> <b>Areas of Expertise:</b>	

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## 1. TECHNICAL ACTIVITY 1: SUPPORTING GAVI APPLICATIONS

### BACKGROUND

In the Gavi 6.0 Strategic cycle, all areas will be consolidated into one cash grant at country level. In order to ensure strong alignment with the Gavi strategy, the Gavi Health Systems Strategy and the Gavi Supply Chain Strategy, UNICEF COs will be required to support MoH/EPI to conduct a CVM gap analysis as a basis for preparation of the application

### PURPOSE

Develop a strong supply chain component of the Gavi application which is strategically aligned with the Gavi supply chain investment priority areas and reflects the activities based on the transition level and performance-level of the country and is well aligned with UNICEF priorities for children.

### SCOPE OF WORK

- CVM Gaps analysis
- Preparation of the supply chain component of the Gavi grant, using recommendations from the gaps analysis
- Capacity building on CVM gaps analysis and application development
- Supporting the development of Gavi workplan & monitoring thereof
- Support the Joint Appraisal

## 2. TECHNICAL ACTIVITY 2 : STRATEGIC PLANNING, GOVERNANCE & FINANCING

### BACKGROUND

Effectively resourced immunization supply chain plays a vital role in achieving equitable immunization outcomes. Efficient supply chains equipped with reliable cold chain equipment are important in helping countries reach children with potent and lifesaving vaccines. However, it has been observed that inefficiencies in the immunization supply chain management are among the critical barriers to attaining equitable immunization coverage. Evidence from the various Effective Vaccine Management Assessment (EVMA) reports reveal major bottlenecks in cold chain capacities, maintenance, regular vaccines and vaccination materials shortages, inefficiency in the distribution system etc. Additionally, many countries operate with weak governance structures, and misaligned partner support.

To ensure improved vaccination coverage with equity, it is critical to improve vaccine management and regularly review the vaccine supply chain system to identify strengths, weaknesses, opportunities and threats to the system, and support implementation of interventions to address gaps and weaknesses and ensure these gaps are resourced. These plans need to be coordinated through functional NLWGs. Sustainable financing of ISC objectives, strategies, and activities, is critical to achieving immunization goals through assured availability of required vaccines and devices, as well as optimal in-country ISC functions from customs clearance and warehousing to cold chain storage capacities, data management, capacity building, performance monitoring, in-country distribution, waste management etc.

### PURPOSE

The consultant will support CoEs and countries to manage and improve immunization supply chain systems. The consultancy will include supporting countries to plan and implement EVMA; developing and implementing continuous improvement plan (CIPs); mobilize resources for vaccine and cold chain management; and ensure a functional, well-governed NLWG.

### SCOPE OF WORK

- Support countries to develop the timeline outlining the key steps for the EVM exercise from planning to finalization (this includes country's facilities codification, country set up, assessment creation and planning, data collection, analysis and development of costed EVM CIP)

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- Support countries in conducting full/national or targeted EVMA
- Organize the training of core facilitators team and Assessors/data collectors (F2F) and organize virtual training
- Support follow up of managers and assessors/data collectors, supervise the implementation of the assessment, support the data analysis, data quality, and the EVMA report writing
- Using the Supply chain Continuous Improvement Plans (SCIP) Tool, support countries with developing the Continuous Improvement Plan (cIP), including pre-cIP workshop situational analysis/desk review, cIP workshop facilitation, post-workshop support to country stakeholders to finalize, fully cost and get the cIP endorsed
- Support countries to update/monitor and report on cIP implementation using the SCIP tool
- Support supply chain costing, budgeting, funds allocation, disbursement (with linkages to NIS) and use for resource mobilization
- Strengthen (N)LWG functionality and governance
- Support stock performance monitoring, stock data analytics and data use for planning and decision making at the NLWG/EPI.
- Support subnational vaccine requirement/forecasting analysis and triangulate target population, coverage targets and forecasted demand for inform decision making.

### 3. TECHNICAL AREA 3: DATA MANAGEMENT & USE

#### BACKGROUND

The iSCM focuses on three areas namely EVM, cold chain & temperature management and vaccine management (including waste management). There is significant data generated from these technical areas which need to be correlated with programmatic data. Fragmented systems, limited connectivity, constrained user skill, and lack of integrated governance mechanisms hinder real-time visibility of vaccine stock, equipment functionality, and distribution performance.

These constraints limit timely decision-making and adaptive responses, especially at subnational and facility levels.

#### PURPOSE

To strengthen the supply chain with accurate and updated data from various different data streams and strengthen decision-making and action to improve availability of potent vaccines at the last mile in the most efficient manner.

#### SCOPE OF WORK

- Support NLWGs to report data into Thrive360 and support COs in reporting on supply chain KPIs
- Support to strengthen existing stock management systems at various levels
- Supporting governments to implement TSS compliant eLMIS, including overseeing the strengthening of technology, policy, infrastructure, human capacity and processes
- Strengthening forecasting & supply planning processes within countries including the rollout of FSP4All
- Support the rollout of TRVST

### 4. TECHNICAL AREA 4: IMMUNIZATION INFRASTRUCTURE USE & MANAGEMENT

#### BACKGROUND

Many countries have expressed demand for technical assistance for comprehensive planning and upgrading and expanding their cold chain system so that they are aligned with their coverage and equity goals and health facility solar electrification to strengthen primary health care outcomes more broadly. Health care waste management and warehousing are key infrastructure areas that additionally require support.

#### PURPOSE

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Provide technical assistance to countries to strengthen immunization infrastructure systems through digitalizing inventories, supporting deployments, mobilizing new technologies, establishing integrated maintenance & decommissioning systems.

**SCOPE OF WORK**

- Strengthen cold chain inventory digitalization, development of gaps analysis, physical inventories and operational deployment planning and actual deployment of cold chain, rollout of new technologies (including in coordination with all donors and procurement agencies)
- Enhance cold chain equipment performance monitoring through the EMS rollout, strengthening CCE performance data use, temperature mapping of cold rooms
- Coordinate temperature monitoring studies in selected countries using the WHO protocol and the UNICEF guide (temperature monitoring handbook) and build national capacity to conduct future studies
- Support countries in assessing their health care waste management (HCWM) systems and to define the HCWM maturity level.
- Develop guidelines for safe disposal of waste from immunization activities and assign responsibilities for monitoring the application of the guidelines at Country level.
- Support countries in accessing the HCWM tools (assessment tools planning and implementation tools) and guidance
- Support the mapping, sizing, operational deployment planning & installation of health facilities requiring health facility solar electrification (HFSE)
- Support countries in drafting investment cases for financing/funding the HFSE with immunization as entry point
- Support countries in development of roadmap on HCWM and coordinate with TGF/Gavi for funding relevant action plans from roadmap. Also link roadmaps to NIS
- Strengthen monitoring for HFSE and ensure operations maintenance funding and systems
- Advocacy with countries on implementing Operations and Maintenance models for immunization infrastructure components, i.e. Cold chain equipment, HFSE, HCWM equipment.
- Supporting countries in implementing integrated maintenance models including advocacy with government and establishing integrated maintenance structures for maintenance of CCE, solarization, HCWM, oxygen systems, medical devices and digital connectivity
- Conduct regular evaluations of HFSE impacts on health, economic & sustainability outcomes to develop investment cases
- Collect, analyze and use stock performance data to inform planning and decision.
- Subnational vaccine requirement/forecasting analysis conducted and triangulated with target population, coverage targets and forecasted demand.

**5. TECHNICAL AREA 5: SUPPLY CHAIN OPTIMIZATION**
**BACKGROUND**

Persistent challenges in last mile distribution and optimizing supply chains are significant hindrances to the availability of vaccines at service delivery levels. Underutilized data systems hinder innovation and evidenced-based decision-making, reducing overall system effectiveness and compromise equitable vaccine access, especially for zero-dose and under-immunized populations.

**PURPOSE**

Provide technical assistance to countries to strengthen optimization and last mile delivery systems.

**SCOPE OF WORK**

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- Strengthen last mile delivery systems including the stakeholder engagement, planning, rollout, implementation and evaluation of the UNICEF flagship DRIVE Initiative
- Strengthen the engagement of local service providers and build capacities to manage outsourcing
- Support the utilization of SCANNIT and other available tools to optimize supply chains including considerations of alternative system design scenarios including but not limited to changing (re)supply frequency and/or volume, skipping one or more supply chain levels, change of points of entry, integration opportunities etc.
- Enhance the use of carbon footprint tools/reports to reduce greenhouse gas emissions

## 6. TECHNICAL AREA 6: WORKFORCE DEVELOPMENT & CAPACITY BUILDING

### BACKGROUND

A persistent shortage of skilled, motivated, and adequately supported personnel continues to constrain performance across all levels. Many countries lack structured workforce strategies, formalized supply chain roles, and systems for supervision and accountability.

### PURPOSE

Provide technical assistance to countries to strengthen workforce professionalization and capacity building, including guidance and repository management.

### SCOPE OF WORK

- SOP development and updates based on EVM SOP templates
- Development and updates of guidance & resource repositories
- Support workforce mapping, gaps identification, training needs analysis etc.
- Support technical vaccine & cold chain management training initiatives including Thrive360 chatbot deployment
- Support supply chain professionalization initiatives

Work Assignment Overview	Deliverables/ Outputs	Delivery deadline	Estimated Budget and funding information (WBS, fund, grant)
1. TECHNICAL ACTIVITY 1: SUPPORTING GAVI APPLICATIONS	Details to be determined during deployment based on the scope of work described above.	To be determined based on the programme needs for deployment.	Not applicable for establishing an experts pool/roster.
2. TECHNICAL ACTIVITY 2 : STRATEGIC PLANNING, GOVERNANCE & FINANCING			
3. TECHNICAL AREA 3: DATA MANAGEMENT & USE			
4. TECHNICAL AREA 4: IMMUNIZATION INFRASTRUCTURE USE & MANAGEMENT			
5. TECHNICAL AREA 5: SUPPLY CHAIN OPTIMIZATION			
6. TECHNICAL AREA 6: WORKFORCE DEVELOPMENT & CAPACITY BUILDING			

Total estimated consultancy costs <sup>i</sup>			
<p><b>Minimum Qualifications required*:</b></p> <p> <input type="checkbox"/> Bachelors         <input checked="" type="checkbox"/> Masters         <input type="checkbox"/> PhD         <input type="checkbox"/> Other       </p> <p><b>Enter Disciplines:</b> An Advanced University Degree in public health or other health related area, social sciences or engineering is desired</p>	<p><b>Knowledge/Expertise/Skills required*:</b></p> <p><b>Competencies</b></p> <ul style="list-style-type: none"> <li>• Strong analytical, oral &amp; written communication skills</li> <li>• Proven track record in project management with the emphasis on planning, budgeting and reporting</li> <li>• Effective presenter, including ability to adapt the message and visual aids for multiple audiences to deliver concise, impactful presentations</li> <li>• Effective facilitator with proven ability to engage and train a group of individuals (through an interpreter if necessary)</li> <li>• Demonstrated ability to work in a team with multi-cultural environment</li> </ul> <p><b>Technical skills and knowledge on some, or all of the following</b></p> <ul style="list-style-type: none"> <li>• Proven experience working in multi-stakeholder and multi-cultural settings</li> <li>• Experience in developing inventories and cold chain rehabilitation and expansion plans at country level</li> <li>• Experience in writing complex funding proposals, developing multi-year budgets and operational plans for cold chain equipment management and temperature monitoring devices</li> <li>• Experience in training, planning and delivery of technical assistance</li> <li>• Proven track record in interfacing with national ministries of health</li> <li>• Proficiency in WHO PQS-listed cold chain equipment</li> <li>• Experience and knowledge on the Gavi CCE OP application documents and process</li> <li>• Proficiency in the development of technical SOPs for cold chain equipment management is an advantage</li> <li>• For Solarization: Experience in solarization</li> <li>• For iSC C &amp; E: Familiarity with immunization strategies to reach zero dose children</li> <li>• Experience in conducting temperature monitoring studies, temperature mapping and installation of RTMs.</li> <li>• For Data Mx: Experience with SQL, spreadsheet software</li> <li>• Experience in data quality, metadata management, data discovery, reporting and analytics</li> </ul> <p><b>Work experience on some or all of the following</b></p> <ul style="list-style-type: none"> <li>• Demonstrated solid experience in development of the Gavi CCE OP, temperature monitoring studies.</li> </ul>		

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<p>*Minimum requirements to consider candidates for competitive process</p>	<ul style="list-style-type: none"> <li>• At least 3-5 years of experience in international public health programme with experience in resource-limited environments</li> <li>• Experience of EVM assessment and cIP development in at least one country outside his/her country of residence is an advantage</li> <li>• Must have experience in conducting cold chain equipment inventory outside his/her country of residence</li> <li>• Experience in temperature monitoring systems implementation, and studies</li> <li>• Experience in SOP adaptation support outside his/her country of residence</li> </ul> <p><b>Languages</b></p> <ul style="list-style-type: none"> <li>• Fluency in written and spoken either English or French is required. Proficiency in Arabic language is highly desired. Knowledge of local languages is an added value.</li> <li>• Excellent command of English, both written and spoken. Knowledge of other languages an asset.</li> <li>• Demonstrated ability to work in a multi-cultural environment and establish harmonious and effective working relationships with both headquarters and field staff</li> <li>• Proficiency in MS Excel, PowerPoint, Word</li> </ul> <p>*Listed requirements will be used for technical evaluation in the competitive process</p>
<b>Evaluation Criteria</b>	
<p>A) Technical Evaluation (e.g., maximum 75 Points)</p> <ul style="list-style-type: none"> <li>- Demonstrated international-level experience in supporting governments in strengthening immunization supply chains (15)</li> <li>- Data, digital and performance management capability (i.e. ability to analyze iSC data into actionable decisions) – (25)</li> <li>- Partner Coordination and Ecosystem Navigation: Track record aligning key donors without duplication, understanding roles and conflicting partner mandates) – (10)</li> <li>- Demonstrated experience one or more of the six technical areas listed in the ToR (25)</li> </ul>	<p>B) Financial Proposal (e.g., maximum of 25 Points)</p>

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<sup>i</sup> Costs indicated are estimated. Final rate shall follow the “best value for money” principle, i.e., achieving the desired outcome at the lowest possible fee. Consultants will be asked to stipulate all-inclusive fees, including lump sum travel and subsistence costs, as applicable.

Payment of professional fees will be based on submission of agreed deliverables. UNICEF reserves the right to withhold payment in case the deliverables submitted are not up to the required standard or in case of delays in submitting the deliverables on the part of the consultant.

**Text to be added to all TORs:**

Individuals engaged under a consultancy or individual contract will not be considered “staff members” under the Staff Regulations and Rules of the United Nations and UNICEF’s policies and procedures and will not be entitled to benefits provided therein (such as leave entitlements and medical insurance coverage). Their conditions of service will be governed by their contract and the General Conditions of Contracts for the Services of Consultants and Individual Contractors. Consultants and individual contractors are responsible for determining their tax liabilities and for the payment of any taxes and/or duties, in accordance with local or other applicable laws.

The selected candidate is solely responsible to ensure that the visa (applicable) and health insurance required to perform the duties of the contract are valid for the entire period of the contract. Selected candidates are subject to confirmation of fully-vaccinated status against SARS-CoV-2 (Covid-19) with a World Health Organization (WHO)-endorsed vaccine, which must be met prior to taking up the assignment. It does not apply to consultants who will work remotely and are not expected to work on or visit UNICEF premises, programme delivery locations or directly interact with communities UNICEF works with, nor to travel to perform functions for UNICEF for the duration of their consultancy contracts.

UNICEF offers [reasonable accommodation](#) for consultants with disabilities. This may include, for example, accessible software, travel assistance for missions or personal attendants. We encourage you to disclose your disability during your application in case you need reasonable accommodation during the selection process and afterwards in your assignment.