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| **Type of Consultancy** | Firm |
| **Title** | Short Term Technical Assistance (STTA) |
| **Purpose** | To Review and Update of the Health Sector Supply Chain Strategy |
| **Duration** | 4 months |
| **Reporting to** | Sexual and Reproductive Health Programme Specialist |

1. **Background**

The United Nations Population Fund has been supporting the Ministry of Health to improve access to essential medicines to the population of Zambia. In recent years, there have been a number of interventions by the Government of Zambia and Cooperating Partners to improve drug availability at health facility level. Despite all these efforts, health centres across Zambia continue to face difficulties accessing Drugs and Medical Supplies.

Medicine access has remained as one of the leading causes of poor health outcomes in Zambia. While many factors have influenced medicine access at all levels, the capacity of the in-country supply chain to accurately forecast, procure and deliver essential medicines and health supplies on time to the health centres remains a major constraint.

To this end, the Ministry of Health has been using the Health Sector Supply Chain Strategy and the corresponding Implementation Plans developed through a consultative process with a view to present a significant change in the way the supply chain of essential medicines and medical supplies are managed. The plans having been placing emphasis on all elements of the public health supply chain cycle which include quantification, procurement and distribution up to the last mile.

In order to appreciate the impact of the 2017-2019 Health Sector Supply Chain Strategy and Implementation Plan, the Ministry of Health with support from the United Nations Population Fund would like to engage a consulting firm to review and update of the Health Sector Supply Chain Strategy.

1. **scope of Work**

Under this scope of work, Subcontractor shall perform the tasks specified below to complete the deliverables described (please see A.5 for deliverables detail). In performing these tasks, Subcontractor will work collaboratively with MoH, ZAMMSA, ZAMRA, UNFPA and GHSC-PSM staff (as well as any other major implementing partners, as appropriate).

**Activity 1: Conduct an assessment to establish what areas of the current HSSCS 2019-2021 have been implemented and the stage of the implementation**

* Work with leadership from MOH, ZAMMSA and partners from the PSCM TWG to conduct a desk review of the implementation status of the 2019-2021 HSSCS.

Determine partner investments and identify areas of re-focus

Understand status of implementation and challenges from the iteration of the 2019-2021 HSSCS

* Report shared with MoH and UNFPA

**Activity 2: Conduct a comprehensive National Supply Chain System Assessment at three levels; Central Level; District Level (intermediate) and Peripheral Level (health centers and hospitals), to provide results that facilitate the development of goals and specific objectives to strengthen the health supply chain in Zambia**

* Measure the performance and capability of the public health supply chain
* Analyze the overall operational capacity and performance of the public health supply chain, identifying bottlenecks and opportunities for improvement
* Identify the performance and any gaps to guide Zambia’s and donor’s investment to strengthen the supply chain
* Disseminate the results to all the stakeholders involved in the supply chain
* Report shared with MoH and UNFPA

**Activity 3:** **Conduct a comprehensive assessment of the National Logistics Supply Chain systems and electronic systems thereof to establish opportunities for system improvement/redesign and integration**

* Assess the various logistics management systems in the supply chain and establish their inventory control system
* Asses the various electronic systems used to manage logistics information in the supply chain
* Document opportunities and possible bottlenecks for system improvement/redesign and integration
* Disseminate the results to all the stakeholders involved in the supply chain
* Report shared with MoH and UNFPA

**Activity 4: Develop a HSSCS that will inform end-to-end supply chain performance, that promotes visibility, accountability, coordination and efficient implementation plans organized by thematic area**

To work with stakeholders to understand current strategies and upcoming demands on the supply chain (e.g. operationalization of regional warehouses, scale-up for universal HIV treatment, future of e-logistics tools)

* Based on the identified activities, UNFPA and PSM (through the local consultant) will work with partners to review and update the current National Health Sector Supply Chain Strategy Implementation Plan to design components of the strategy for 2022-2026
* Draft the new strategy
* Validation of the new strategy and follow-on launch and dissemination of the new HSSCS

**3. deliverables**

**Objective 1: Deliverable 1, Conduct a needs assessment to establish the status of the HSSCS 2019-2021 implementation:**

* **1.A** Map the current implementation status of the HSSCS and the ownership of processes/decisions end-to-end across the supply chain; summarize the partners supporting and working in supply chain; articulate the critical implementation challenges across the supply chain; and identify the root causes of these challenges.
* **1.B** Map the current strategies and upcoming demands on the supply chain (operationalization reginal warehouses, scale up of universal HIV treatment, future of e-logistics tools) on the implementation of the HSSCS.
* **1.C** Provide a detailed road map and build consensus based on the current implementation status of the strategy, make a presentation that summarizes the key steps that will be taken in the revision and updating of the HSSCS to increase ownership of all processes/decisions of the end-to-end supply chain within the different levels of the MoH and the partners supporting and working in supply chain.

**Objective 2: Deliverable 2, Conduct national supply chain assessment**

* **2.A** Measure performance and capabilities of the public health supply chain with focus on the following
  + Strategic planning, policy, and governance
  + Human resource
  + Financial sustainability
  + Forecasting and supply planning
  + Quality and pharmacovigilance
  + Procurement and custom clearance
  + Pharmacy and stores management
  + Distribution
  + Logistics management information system
  + Waste management
* **2.B** Analyze the overall operational capacity and performance of the public health supply chain, identifying bottlenecks and opportunities for improvement.Conduct a comprehensive analysis using the supply chain Capacity Maturation Model (CMM) to measure operational capacity and performance of the public health supply chain.
* **2.C** Identify the performance and any gaps to guide Zambia’s and donor’s investment to strengthen the supply chain.Understand impact of investment in the supply chain and identify gaps to be addressed to strengthen the public health sector supply chain.
* **2.D** Disseminate the results to all the stakeholders involved in the supply chain.Present findings and recommendations to the wider supply chain stakeholders and establish census
* **2.E** Report shared with MoH and UNFPA.Comprehensive report outlining all processes, findings and recommendations shared with key stakeholders

**Objective 3: Deliverable 3, Conduct a comprehensive assessment of the National Logistics Supply Chain systems and electronic systems thereof to establish opportunities for system improvement/redesign and integration**

* **3.A** Assess the various logistics management information systems in the supply chain and establish their inventory control system.The assessment should not be limited to the following.
  + Conduct an assessment of the information flow, the Logistics Management Information Systems (LMIS) tools used, transposition of information from the LMIS forms to the reporting tools.
  + Assess the flow of commodities from ZAMMSA to the SDPs, identify gaps and bottlenecks on the flow of commodities, documentations used to account for commodities.
  + Assess whether the staff managing the systems are trained and how this can affect the quality of data being used for decision making, and impact on stock management in general.
* **3.B** Understand the scope the various electronic systems used to manage logistics information in the supply chain
  + Establish the e-tools used in the management of logistics data, the contribution towards improvement in management of supply chain data and their limitations
* **3.C** Document opportunities and possible bottlenecks for system improvement/redesign and integration
  + Using assessment results, identify opportunities for system improvement and possible system redesign to address bottlenecks
* **3.D** Disseminate the results to all the stakeholders involved in the supply chain. Present findings and recommendations to the wider supply chain stakeholders and establish census
* **3.E** Report shared with MoH and UNFPA.Comprehensive report outlining all processes, findings and recommendations shared with key stakeholders

**Objective 4: Deliverable 4, Develop a HSSCS that will inform end-to-end supply chain performance, that promotes visibility, accountability, coordination and efficient implementation plans organized by thematic area**

* **4.A** Provide a revised and updated HSSCS document that clearly highlights the following areas:
  + Procurement and procurement planning processes/decisions end-to-end across the supply chain
  + Quantification and product selection; level of coordination and ownership of key processes and procedures, financing of commodities.
  + Commodity Distribution throughout the public-sector supply chain;
  + Information Systems and Processes
  + Quality Assurance and Rational Use
  + Commodity Security
  + Performance Management, Monitoring and Evaluation of supply chain supervision
  + Human Resource Capacities and the level of the staff managing the supply chain
* **4.B** Design of future state governance model. Provide detailed design of future state governance model, including; articulating clear ownership of processes and decisions end-to-end across the supply chain; clearly articulate governance of the Control Tower initiative; roles and responsibilities of MoH and ZAMMSA technical and governance bodies in graphic format; information inputs/outputs for each governance body; organizational and financial model requirements to support MoH and ZAMMSA ownership; performance management infrastructure. This presentation would include refinements based on feedback received during initial syndication of the future state model with donors and technical partners, provided that such feedback is received in a timely manner
* **4.C** Complete draft of new HSSCS
* **4.D** Validation and consensus building

**4. TIMELINES**

See the table below for the timelines.

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| **DELIVERABLE** | **ACTIVITY** | **DEADLINE** | **Proposed Start Dates** |
| Conduct a needs assessment to establish the status of the HSSCS 2019-2021 implementation | -Development of the assessment Tool  -Pretesting of the tool  -Training of the data collectors  -Data Collection  -Analysis and reporting writing  -Review and updating of the strategy by thematic areas  -Validation  -HSSC Strategy 2022-2026 ready | **-** One week  -One week  - 5 days  - One week  - 2 weeks  -3 weeks  -One day  - 2 weeks | **April 2022** |
| Conduct national supply chain assessment | Development of the assessment Tool  -Pretesting of the tool  -Training of the data collectors  -Data Collection  -Analysis and reporting writing | One week  -One week  - 5 days  - One week  - 2 weeks | **April 2022** |
| Conduct a comprehensive assessment of the National Logistics Supply Chain systems and electronic systems thereof to establish opportunities for system improvement/redesign and integration | Development of the assessment Tool  -Pretesting of the tool  -Training of the data collectors  -Data Collection  -Analysis and reporting writing | One week  -One week  - 5 days  - One week  - 2 weeks | **April 2022** |
| Develop a HSSCS that will inform end-to-end supply chain performance, by conducting a control tower needs assessment that  promotes visibility, accountability, coordination and efficient implementation plans organized by thematic area | Development of the assessment Tool  -Pretesting of the tool  -Training of the data collectors  -Data Collection  -Analysis and reporting writing | One week  -One week  - 5 days  - One week  - 2 weeks | **April 2022** |

**5.0 EVALUATION CRITERIA**

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| **CRITERIA** | **POINTS** |
| **Technical Evaluation Criteria**  • Understanding of, and responsiveness to, the requirements of the consultancy  • Understanding of scope and objectives, and completeness of response | 20 |
| **Structure of management team**  • Team leader: relevant experience, qualifications and position within the team  • Team members: relevant experience of similar scope and complexity | 30 |
| **Professional expertise and knowledge**  • Sample of previous work  • Quality of proposed approach and methodology  • Quality of proposed implementation plan i.e. how the bidder will undertake each task and ensure maintenance of the projects schedule | 50 |
| **Cost**  Total cost for the review and update of the Health Sector Supply Chain Strategy and Implementation Plan;   * Conducting a needs assessment to establish the status of the HSSCS 2019-2021 implementation plan * Conducting a national supply chain assessment * Conducting a comprehensive assessment of the National Logistics Supply Chain systems and electronic systems thereof to establish opportunities for system improvement/redesign and integration * Develop a HSSCS that will inform end-to-end supply chain performance, by conducting a control tower needs assessment that promotes visibility, accountability, coordination and efficient implementation plans organized by thematic area | 50 |

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