



World Health
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The WHO-UNICEF IMMUNIZATION SUPPLY CHAIN AND LOGISTICS HUB



**Supporting National
Logistics Working Group**



**Toolkit
& guidance**



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THE WHO-UNICEF IMMUNIZATION SUPPLY CHAIN AND LOGISTICS HUB

Supporting National Logistics Working Groups

Toolkit & guidance

2016

ACRONYMS AND ABBREVIATIONS

DLWG	District Logistics Working Group
DP	Development Partner
EPI	Expanded Program on Immunization
EVM	Effective Vaccine Management
EVMA	Effective Vaccine Management Assessment
EVM IP	EVM Improvement Plan
GAVI	Global Alliance for Vaccines and Immunization
ICC	Interagency Coordinating Committee
ISCL	Immunization Supply Chain and Logistics
MOH	Ministry of Health
NGO	Non-Governmental Organization
NIP	National Immunization Program
NITAG	National Immunization Advisory Group
NLWG	National Logistics Working Group
RLWG	Regional Logistics Working Group
SC	Supply Chain
ToR	Terms of Reference
UNICEF	United Nation Children’s Fund
WHO	World Health Organization

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ABOUT THE NLWG GUIDE

The Guidance Manual was developed following requests from countries interested in establishing or strengthening National Logistics Working Groups (NLWG), in order to systematically improve the Immunization Supply Chain and Logistics (ISCL) infrastructure and systems at the country level.

This NLWG Guidance Manual provides both technical and operational guidance on how countries can create and/or strengthen NLWGs. It outlines the various steps that may be taken to initiate, implement, monitor, and reinforce an NLWG.

The Guidance Manual was developed by the WHO-UNICEF IMMUNIZATION SUPPLY CHAIN AND LOGISTICS HUB and is aligned with the “Joint Statement on Comprehensive EVM”.

For whom is this Guidance Manual written?

In order to support countries in strengthening their supply chain systems, WHO and UNICEF support governments to form and strengthen functional National Logistics Working Groups. To achieve this, this guidance note is designed for anyone who is considering working in or is already working within an NLWG. Its purpose is to provide guidance throughout the entire process of establishing and strengthening these working groups.

The guidance note is not intended to be prescriptive, but rather provides directions to countries. These need to be adapted according to specific local contexts and priorities. This note also outlines the criteria that can be used to evaluate whether such working groups are functioning.

Guidance manual chapters

[Chapter 1. Introduction: What is an NLWG and how it can improve ISCL at the country level?](#)

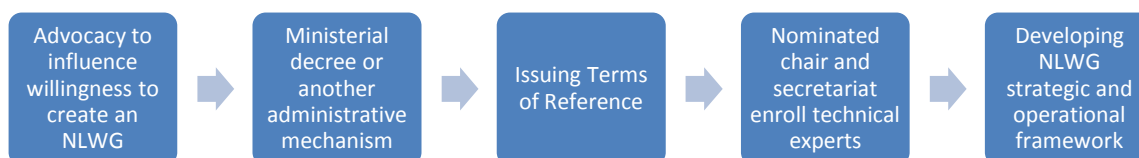
This introduction explains the concept of NLWGs and outlines the reasons why they should be established and strengthened. This introduction explains how these working groups can improve the performance of immunization supply chain systems. This chapter will help the reader to discuss and identify the added value of an NLWG in his/her country, and also provides an overview of the role, scope, and functions of NLWGs.

[Chapter 2. How to identify the country situation and needs for NLWG?](#)

After an overview of NLWGs and requirements, this chapter provides two self-assessments that can be used at the country level. The first assessment targets countries with an existing NLWG and checks whether the eight criteria that describe a well-functioning working group have been achieved. The second assessment, dedicated to countries without existing NLWGs, evaluates the requirements for establishing an NLWG or joining a Regional Logistics Working Group (RLWG).

[Chapter 3. How to establish an NLWG?](#)

This chapter is dedicated to countries that want to establish an NLWG. This chapter provides guidance on the process and key steps to form an NLWG, which include: specifying its mandate, defining its strategic and operational areas of work, and describing its governance and memberships.



Likewise, chapter 3 describes the role of the chairperson and secretariat.

[Chapter 4. How to reinforce an NLWG?](#)

After the establishment of an NLWG, its functioning and performance can be reinforced. In this chapter readers will find examples of good practice that can be used to strengthen the performance of NLWGs.

[Chapter 5. Technical Assistance Framework at country level](#)

In practice, countries can request technical assistance while establishing or reinforcing an NLWG. In this chapter, readers will gain a deeper understanding of the ToR and its importance.

[Chapter 6. NLWGs' materials and tools](#)

This chapter provides readers with templates and sample documents to form and strengthen NLWGs, e.g. ToRs, membership criteria lists, members' assignment descriptions (including chair and secretariat), check lists for organizing meetings, meeting agenda and minutes templates, work plans, lists of core indicators for monitoring and evaluation, recommendation notes, and position papers.





CHAPTER 1. ROLE, SCOPE, AND FUNCTIONS OF NLWGS

National Immunization Programs (NIPs) in developing countries have faced several challenges while working towards more equitable access to immunization in order to protect children from preventable diseases. With the introduction of newer, costlier, and bulkier vaccines in recent years, it has become increasingly difficult to safely store and transport vaccines and other immunization supplies to all populations, especially in remote and hard-to-reach areas. Therefore, countries must find solutions for systematic improvements to the immunization supply chain infrastructure and systems. Effective Vaccine Management (EVM), launched by WHO and UNICEF in 2010, is a quality improvement process for ISCL systems to compare their effectiveness against best-practice benchmarks. It is both a consultation and survey tool designed to identify the strengths and weaknesses of immunization programs. By periodically repeating the process, program managers can measure their program's health, chart a course for improvement and measure the progress of their Improvement Plans¹.

National logistics working groups (NLWGs) have been demonstrably instrumental in improving the performance of supply chain management at the national level. NLWGs are defined as leadership groups and may take different forms and names. However, these groups aim to improve coordination among partners and the implementation of national immunization supply chain priorities.

These working groups are part of the Ministry of Health's process to strengthen immunization supply chains with the objective of achieving continuous improvement in vaccine efficacy, availability, and supply chain efficiency.

They are generally defined through objectives of the working group and the group's purpose. It can also be used to clarify the group's ties with other committees or working groups that may already exist at the national level.

1.1. What is the concept of an NLWG?

The NLWG is a mechanism for coordinating national immunization logistics and supply chain activities, as well as supply chain investments made by government agencies and development partners. The NLWG provides guidance, expertise, and technical assistance on all matters concerning supply chain operations and improvement initiatives. The NLWG engages key stakeholders in the process to share information, evidence and lessons learned; to identify and overcome program bottlenecks; to explore opportunities for innovation; and to make optimal use of resources.

This working group is a key element of the national EPI strategy that will work towards ensuring the availability of effective vaccines for children and adults at all levels of the health system.

¹A call to action for national programs and the global community by the WHO Immunization Practices Advisory Committee, March 2014

Perceptions of NLWGs as **leadership groups** vary among consulted regions and countries, but the general impression is that NLWG's mandate improves immunization logistics and the supply chain in a country.

1.2. What are well-functioning and structured NLWGs?

The MOH officially authorizes the NLWG to act as a national working group that specializes in immunization logistics and supply chain management. The mandate acknowledges the need for coordinated efforts in this area and for evidence-based recommendations to shape policies and strategies that will in turn strengthen immunization supply chains.

A list of eight core indicators has been defined:

- 1 Formal legislative or administrative status
- 2 Formal written terms of reference
- 3 Members required to systematically declare any interest
- 4 Members are selected based on acknowledged expertise in immunization supply chains and logistics
- 5 An NLWG meets at least once a month to ensure the effective implementation and monitoring of activities
- 6 Agendas and background documents are circulated at least one week prior to meetings
- 7 Meeting reports and recommendations are circulated to decision makers and key stakeholders
- 8 The NLWG is consulted for any key decisions on immunization supply chain strategies and policies

1.3. What is the situation of NLWGs at national and regional levels across UNICEF regions?

The situation of NLWGs has been documented through the NLWG landscape analysis study performed in 2015.

The consultation of six UNICEF regions and eight country offices provided a landscape analysis of the situation of NLWGs. Based on the survey, four categories of countries were established:

1. Countries with an established and well-functioning² NLWG within a legal or administrative framework. I.e. Nigeria, Uganda, Kenya, Mozambique, Ethiopia, Zambia, Zimbabwe, India
2. Countries with an NLWG operating without a systematic or organized framework. I.e. Comoros, Malawi, Rwanda, Madagascar
3. Countries without an NLWG but with available human resources, partners, and logisticians
4. Countries without an NLWG and no available and skilled logisticians. I.e. Angola, Somalia, South Sudan

² Functioning that fits with the core indicators list in chapter 5

CHAPTER 2. IDENTIFYING YOUR NEEDS



This chapter will help to identify types of required support depending on specific country situations:

- ISCL operates within an existing NLWG
- ISCL operates without an NLWG

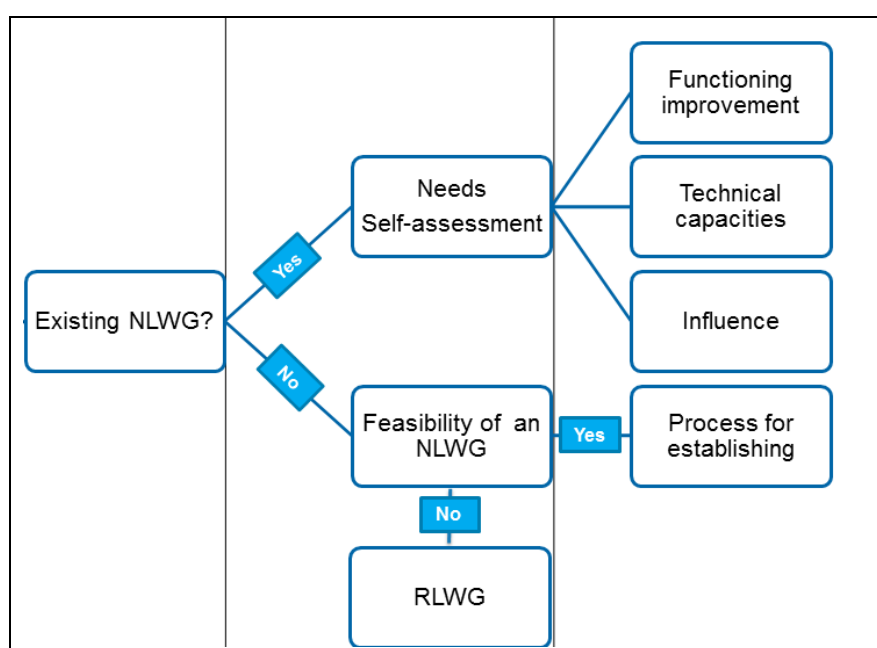


Figure1: Process for identifying country's needs

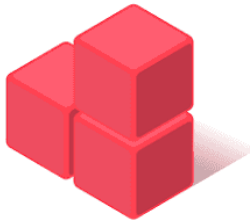
2.1. Needs self-assessment for country with an existing NLWG

Questions	Yes	No	Suggested tools for improvement
1. Was the NLWG created with a legislative or administrative status?	<input type="checkbox"/>	<input type="checkbox"/>	Link to " Legal framework and governance "
2. Does the NLWG operate with formal written terms of reference?	<input type="checkbox"/>	<input type="checkbox"/>	Link to tool 1 " NLWG's ToR "
3. Is NLWG's membership selection criteria described?	<input type="checkbox"/>	<input type="checkbox"/>	Link to " Composition and membership "
4. Are NLWG's members required to systematically declare any interest?	<input type="checkbox"/>	<input type="checkbox"/>	Link to tool 3 " Declaration of conflict of interest "
5. Are members selected based on acknowledged expertise in immunization supply chains and logistics?	<input type="checkbox"/>	<input type="checkbox"/>	Link to " Selection criteria/membership considerations " and tool 2 " Memberships form "
6. Does the NLWG have a work plan, including a narrative, timeline, and budget?	<input type="checkbox"/>	<input type="checkbox"/>	Link to tool 4 " Work plan template "
7. Does the NLWG meet at least once a month?	<input type="checkbox"/>	<input type="checkbox"/>	Link to tool 5 " Check list for organizing meetings "

8. Are agendas and background documents circulated at least one week ahead of meetings?	<input type="checkbox"/>	<input type="checkbox"/>	Link to tool 6 " Agenda template ", " Sources of evidence "
9. Are meeting reports and recommendations circulated to decision makers and key stakeholders?	<input type="checkbox"/>	<input type="checkbox"/>	Link to tool 7 " Minutes template ", " Recommendations note template "
10. Is the NLWG consulted for any key decisions on immunization strategies and policies?	<input type="checkbox"/>	<input type="checkbox"/>	
Total score (yes = 1 ; no = 0)			

2.2. Feasibility self-assessment for country without NLWG

Questions	Yes	No	Options for improvements
1. Does your country lack a permanent logistics working group?	<input type="checkbox"/>	<input type="checkbox"/>	Link to " Concept of NLWG "
2. Is the EPI manager and/or ICC willing to benefit from a dedicated ISCL working group?	<input type="checkbox"/>	<input type="checkbox"/>	Link to Chapter 3 " Establishing an NLWG "
3. Does ISCL face issues and challenges that impede immunization performance in your country?	<input type="checkbox"/>	<input type="checkbox"/>	Link to " NLWG's mandate "
4. Is there a need to improve the coordination of technical partners and donors that support ISCL?	<input type="checkbox"/>	<input type="checkbox"/>	Link to " Process and requirement to create an NLWG "
5. Do MoH and NIP need evidence-based decisions for improved ISCL?	<input type="checkbox"/>	<input type="checkbox"/>	Link to " Step 2: Issuing ISCL recommendations "
Total score (yes = 1 ; no = 0)			



CHAPTER 3. ESTABLISHING AN NLWG

3.1 Process and requirement to create an NLWG

The NLWG is a mechanism for coordinating national immunization logistics and supply chain activities as well as supply chain investments made by government agencies and development partners. The NLWG will provide guidance, expertise, and technical assistance on all matters concerning supply chain operations and improvement initiatives. The NLWG will engage with key stakeholders in the process to share information, evidence, and lessons learned; to identify and overcome program bottlenecks; to explore opportunities for innovation; and to make optimal use of resources.

This working group is a key element of the national EPI strategy that will work towards ensuring the availability of effective vaccines for children and adults at all levels of the health system.

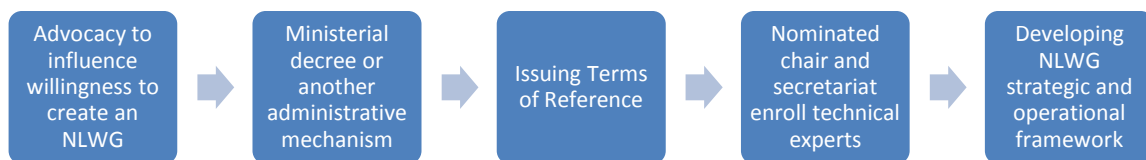


Figure 2: Suggested process for establishing an NLWG

3.2 Legal framework and governance

The NLWG should be formally established through a ministerial decree or another appropriate administrative mechanism. This official process will help to clearly define how the NLWG operates within the Ministry of Health (MOH) as well as its decision-making structures, which decision makers will consult on to make supply chains a national priority.

In some instances, the NLWG can also be the supply chain coordination committee or the ICC.

3.3 Mandates

The MOH should officially authorize the NLWG to act as a national working group that specializes in immunization logistics and supply chain management. The mandate should acknowledge the need for coordinated efforts in this area and for evidence-based recommendations to shape policies and strategies that will in turn strengthen immunization supply chains.

3.4 Strategic and operational framework

The main responsibility of the NLWG is to identify priorities to strengthen immunization supply chain management and correspondingly to coordinate partners' support in these areas. The NLWG also provides evidence-based recommendations on the immunization ISCL to government officials such as the EPI director, other departments in the MOH, other immunization groups such as National Immunization Advisory Groups (NITAG), and other logistical groups (i.e. pharmacy and drug supply chain).

NLWG covers the following key strategic and operational areas:

1. Reviewing, developing, and adopting guidance related to immunization supply chain management
2. Developing and adopting a prioritized national immunization supply chain strategy, also known as the continuous immunization supply chain Improvement Plans³ that link the EPI work plan and the national Health System Strengthening Strategy
3. Informing decision makers and practitioners about immunization supply chain issues
4. Coordinating technical assistance and partners' investment to align it with national priorities
5. Planning immunization SC and logistics activities
6. Monitoring and evaluating the progress of immunization supply chain activities once implemented

3.5 Governance

The NLWG provides advice and in most cases will report to the ICC and NIP. The chair of the NLWG, sometimes referred to as executive secretary, should be the MOH NIP logistics manager, as delegated by the NIP manager.

Depending on the size of the country, additional working groups could be replicated at sub-national levels, i.e. Regional Logistics Working Groups (RLWG) or District Logistics Working Groups.

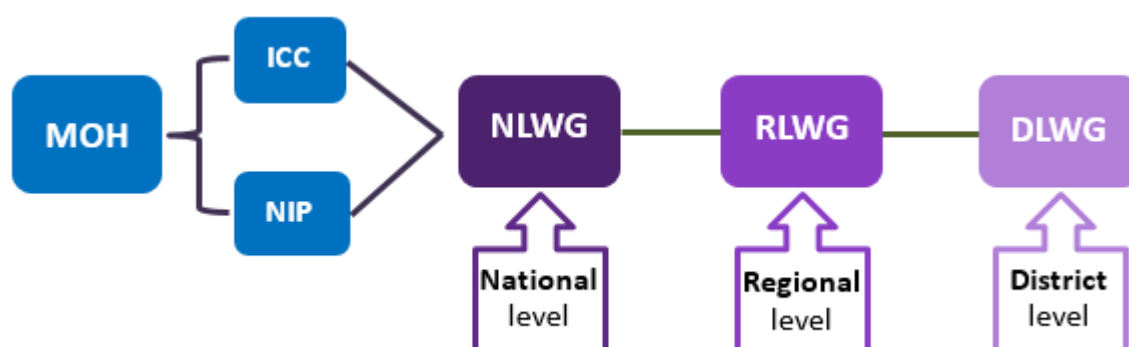


Figure 3: Suggested NLWG organization

3.6 Composition and memberships

Depending on the size of the country and availability of resources, the size of the NLWG may include 10-15 members. The number is limited to effective technical relevance and management of the decision-making process. The respective roles of these partners should be clearly defined in the ToR: Chair, secretary, CCL specialist, and other technical expertise.

Members could be the following: EPI SC Manager, EPI SC Officer, Chief CCL Officer, national logisticians, donors, and implementing partners.

³WHO/UNICEF Joint Statement. Achieving immunization targets with the comprehensive effective vaccine management (cEVM) framework

Selection criteria/membership considerations

Members should be selected based on expertise in the areas of immunization and vaccine logistics, cold chains, and supply chains. They will be selected based on their credibility and should not lobby for policies or products of the organization for which they work (conflict of interest). Members eligible for nomination include donors, implementing partners, and those with government experience. Those involved in the private sector are potentially eligible, but they should exemplify the following main areas of expertise:

- Forecasting and quantity product needs
- Procurement
- Vaccine management
- Supply chain management
- Cold chain equipment and temperature monitoring
- Strategic planning and monitoring
- Use of medical products
- Resource management

In some countries, it might be necessary to identify core members and non-core members.

In some large countries with sub-national groups, the NLWG might invite some of them, as advisors, to address specific issues faced at lower levels and/or to share best practices (e.g. India or Nigeria).

Members' nomination, rotation and termination process

Members, including the chair, should be formally nominated and appointed by senior-level government officials. They will play a critical role in ensuring the NLWG is recognized as a leading body in the national field of immunization and vaccine logistics.

The chair should be acknowledged as a senior expert in immunization supply chains and logistics or a person with responsibility and accountability for the immunization supply chain.

Members commit to attend NLWG meetings and to fulfill the duties and responsibilities of the group, including: informing decision makers, offering guidance, coordinating partners' investments, and monitoring the immunization supply chain.

Members are typically nominated for terms of three or four years⁴ with provisions for term renewals. Appointments may be renewed at the end of the first term of office on the condition of satisfactory appraisal. In some countries, rotation is not possible because of the lack of sufficient and available experts.

Potential reasons for terminating a membership include: failure to attend⁵ a designated number of consecutive meetings, a change in affiliation resulting in a conflict of interest, or a lack of professionalism involving, for example, a breach of confidentiality.

⁴Term limits of three or four years are common practice to ensure members are fulfilling their responsibilities

⁵ Depending on the frequency of meetings and available experts, absence from half or more of the meetings could result in termination

Executive secretary

A member or a subgroup of members is assigned as executive secretariat of the NLWG. The executive secretary is in charge of providing leadership and strategic advice pertaining to NLWG management as well as reporting to the ICC and NIP.

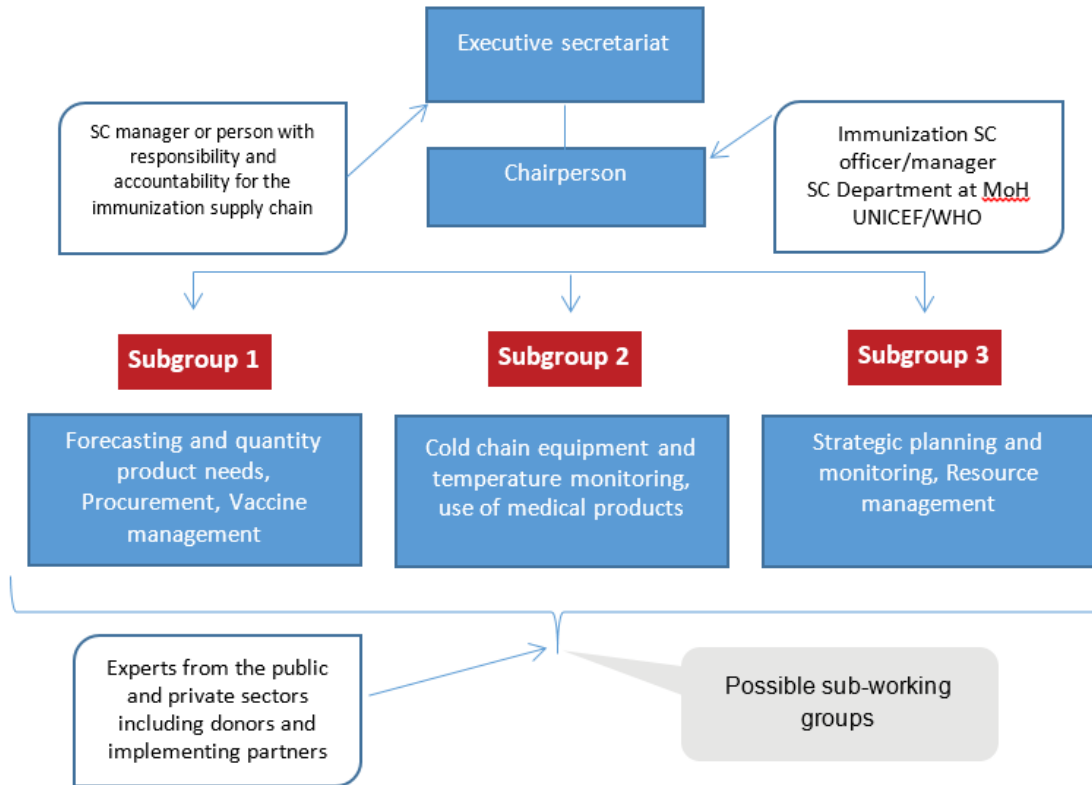
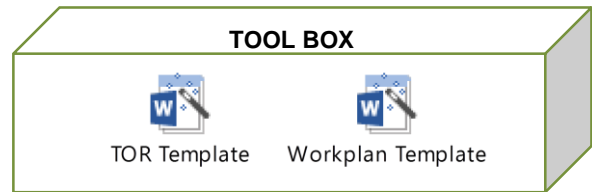


Figure 4: Generic NLWG chart



CHAPTER 4. REINFORCING AN NLWG

This section describes the procedures for: drawing up work plans, holding meetings, drafting and finalizing the minutes, preparing recommendations, decision-making, and submitting reports to the authorities.



4.1. Revising ToR

ToR may be revised to clarify the mandate of the NLWG. Please refer to [chapter 3](#).

4.2. Mode of operations

This section describes the procedures for drawing up work plans, holding meetings, drafting and finalising the minutes, preparing recommendations, decision-making, and submitting reports to the authorities

The mode of operations of the NLWG consists mainly of six steps from the work plan to the communication of recommendations and meeting reports.

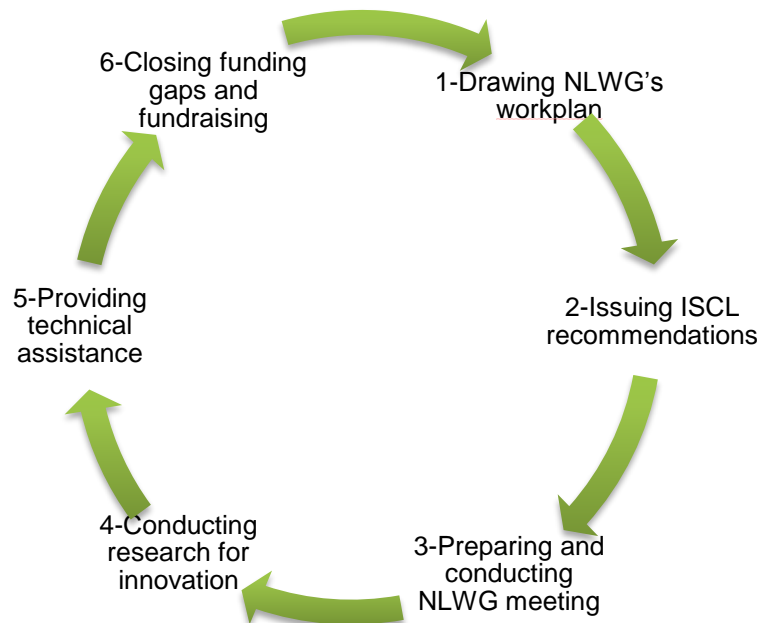


Figure 5: Key steps of the NLWG's function

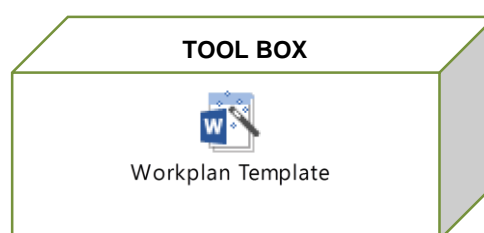
Step 1: Drawing up NLWG's work plan

This part describes the consultation process for identifying priority issues to be addressed by the NLWG in the current year or in the following years of the work plan.

Purpose

The work plan describes all activities of the NLWG and its executive secretariat. NLWGs can develop annual or multi-year work plans as a tool for reinforcing the coordination of partners' technical assistance to immunization supply chains and logistics. This is also a mechanism to schedule key topics to be discussed and recommended during the work plan period. This enables members to gather national data and best practices ahead of meetings and then to facilitate decisions or make recommendations.

The NLWG's annual/multi-year work plan is developed based on the comprehensive EVM Improvement Plan and forms part of the comprehensive Multi-Year Plan (cMYP). Members define priorities in consultation with the MOH based on national priorities and other factors including feasibility in the short term, existing delivery capacity, funding equity, economic affordability, and sustainability. Key activities of the work plan could be as follows: producing ISCL recommendations, strengthening the NLWG's capacity, ensuring that the NLWG is functioning, and assessing the NLWG's performance (M&E).



Work plan content

The work plan should be developed by the executive secretariat (e.g. the secretariat and some members of the NLWG, with the participation of the chair). Once finished, it should be validated by the NLWG's members.

The preparation of the work plan requires the identification of national immunization priorities in consultation with the EPI and ICC.

For each area of work, the work plan includes a description of the activities, milestones, deliverables, timelines, and budget. The work plan is composed of three types of documents: a narrative description of the activities, the timeline, and the functioning budget.

First type of document: narrative description of the activities: The suggestion is to group together NLWG activities that serve the same objective. Thus, the activities are classified by main objectives. For a particular objective, a series of information should be provided for each activity: a description of the activity (objective, context, details about the implementation, expected results), timelines and persons in charge, and technical and provisional financial resources (national and partner support).

Categories of activities

Based on NLWG's ToRs and experiences, a series of objectives and NLWG activities could be suggested:

1. Producing ISCL recommendations
2. Strengthening NLWG's capacity
3. Ensuring NLWG is functioning
4. M&E: assessing NLWG's performance

Table 1: Key categories of NLWG's work plan activities

<p><u>Category 1:</u> Producing ISCL recommendations</p>	<p>This is related to the selected priorities for the annual NLWG's agenda, in accordance with the topics submitted by the EPI/ICC to the NLWG. The terms of reference for each topic are presented to the NLWG's members at the plenary sessions. This section indicates the number of plenary sessions a year.</p>
<p><u>Category 2:</u> Strengthening NLWG's capacity</p>	<p>All activities which strengthen the capacities of the secretariat and NLWG members: orientation workshop for NLWG members, training on the development of evidence-based recommendations, study visits to other NLWGs in the same region, and other needed training.</p>
<p><u>Category 3:</u> Ensuring NLWG is functioning</p>	<p>Installation and equipment of an office for the NLWG secretariat so as to conduct all its activities (organizational and technical). Tools and documents for the NLWG to function, the logistic and administrative organization of the NITAG meeting, and all the logistic and administrative aspects for holding meetings should be planned in advance. This includes the preparation of background documents, notes for the meeting, needed materials, booking of a meeting room, and recording documents (list of participants, reports).</p>
<p><u>Category 4:</u> Assessing NLWG's performance (M&E)</p>	<p>The NLWG will monitor and evaluate its functioning performance using the following set of indicators:</p> <ul style="list-style-type: none"> • Formal legislative or administrative status • Formal written terms of reference • Members required to systematically declare any interest • Members are selected based on acknowledged expertise in immunization supply chains and logistics • NLWG meets at least once or even twice a month to ensure effective implementation and monitoring of activities • Agendas and background documents are circulated at least one week prior to meetings • Meeting reports and recommendations are circulated to decision makers and key stakeholders • The NLWG is consulted for any key decisions on immunization supply chain strategy and policies

Second type of document: the activities' timeline: on the basis of the narrative document, the summary timeline is in the format of a Gantt chart and highlights the expected deadlines for each activity. It could be completed to indicate the actual completion dates. Key milestones and deliverables are highlighted.

Third type of document: the functioning budget: describes the cost of the different activities and the different funding sources, e.g. national budget and partner support.

Step 2: Issuing ISCL recommendations

This part clarifies the process for the preparation of a recommendation and technical assistance: defining the formulation framework, addressing the questions within sub-working groups, and submitting approved recommendations to EPI/ICC.

Formulation framework: the secretariat, jointly with the chairman, introduces the framework for the formulation of recommendations on the topic involved; this framework outlines the

elements that will explain the recommendation. For each element, specific research questions must be formulated. The NLWG will approve this framework in a plenary session.

Organization of sub-working groups: preparing technical work on a specific topic via a working group is recommended. The working group's members collect evidence on the different thematic areas that will inform the recommendation. Depending on the questions submitted by EPI/ICC to the NLWG, one or several working groups are set up. It is suggested to set up working groups as soon as the annual work plan is defined. Based on the decision-making framework on a particular topic, the NLWG secretariat and Chair elaborate on the working group's terms of reference. These working groups are appointed for a set period of time.

The NLWG chair selects a working group chair within NLWG's members based on his/her specific expertise, and also selects a working group secretary. The appointment letter describes the working group's terms of reference, the list of questions to be addressed, and the timelines and deliverables. Members with relevant expertise with regards to the working group's terms of reference should be part of the groups. External experts can be co-opted in the groups, including consultants and members of existing disease-specific committees/groups when relevant. In most cases, working group membership consists of: at least one NLWG member, a rapporteur, and possibly external experts (consultants or existing disease-specific working group or committee members).

There are regular meetings between the NLWG secretariat and the sub-working group's chairs to review progress and provide assistance when needed. Likewise, the NLWG secretariat disseminates the sub-working group's reports to NLWG members before the plenary meeting.

Decision-making process: the decision process to adopt a recommendation should be described: voting procedures (majority of votes or unanimous consensus).

Submitting approved recommendations: the validated recommendations are presented to EPI and ICC. The recommendations are transmitted to decision-makers and NLWG's secretariat will follow up on the transmission.

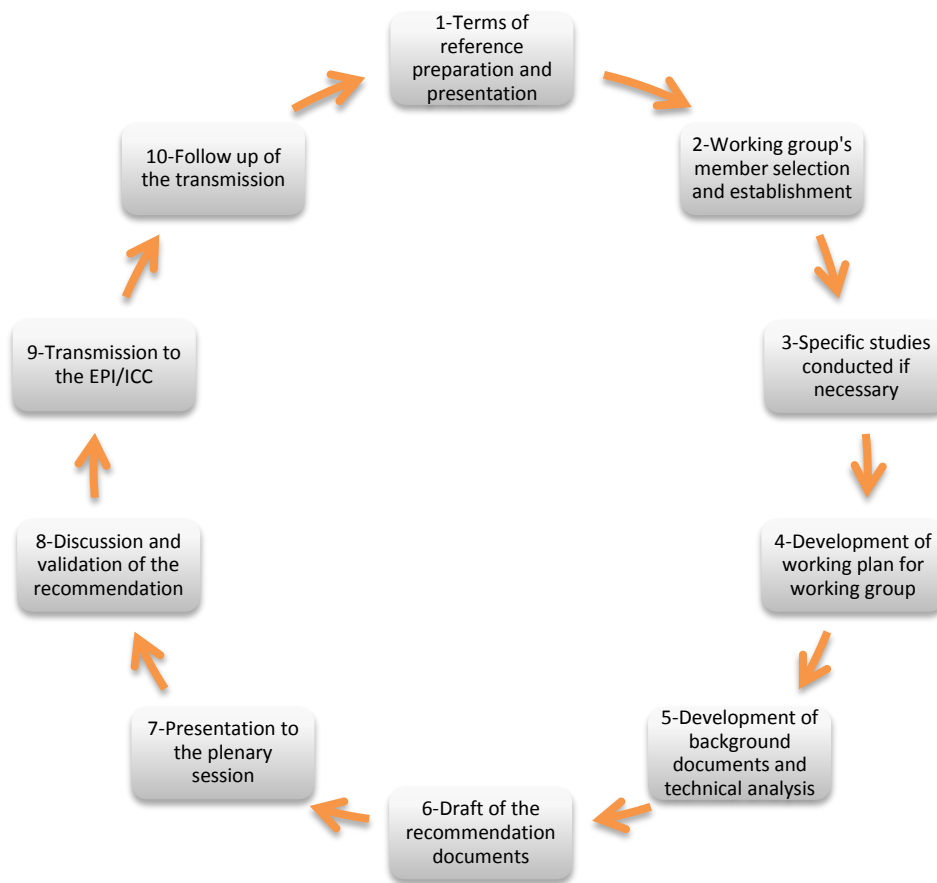


Figure 6: NLWG's ten steps for issuing ISCL recommendations

Step 3: Preparing and conducting an NLWG meeting

The meetings are prepared in accordance with the annual/multi-year work plan.

The executive secretariat of the NLWG is in charge of preparing meeting agendas, sending invitations for regular and special meetings, disseminating meeting minutes, mobilizing members and updating lists of questions/subjects to be discussed by NLWG members in accordance with the National Immunization Program's policy and strategy. The executive secretariat keeps files of the NLWG (knowledge management) and monitors and evaluates the NLWG's effectiveness.



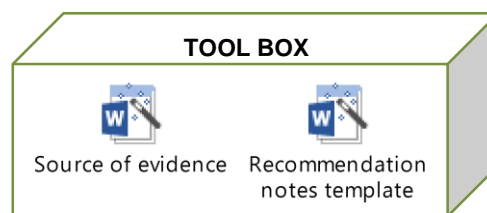
Meeting agendas

Although most of the questions should come from the MOH, it is appropriate for members of the committee to contribute to the development of the agenda and, based on their expertise, identify important issues to be discussed.

Process to review and share evidence with the group

Based on the annual/multi-year plan, it is required to assign members or a subgroup of members to gather, analyze, and prepare information for presentation and recommendations during meetings.

The agenda should be circulated at least one week prior to meetings with necessary relevant background documents attached. This is necessary to enable NLWG members to prepare themselves for the discussion ahead.



Meeting frequency

There should be regular meetings scheduled in advance. The NLWG typically meets once or even twice a month. On rare occasions, additional meetings might be organized for urgent or important matters. However, one factor to consider is that a higher number of meetings could be difficult to manage, both for members and for the secretariat.

Invited guests

If needed, other experts may be invited such as NGO staff, independent consultants, or vaccine and technology manufacturing representatives. Manufacturers should not be allowed in meetings due to a potential conflict of interest, but occasionally they may be invited, as observers, to provide information on their products. However, the setting and handling of meetings must prevent undue influence from these manufacturers.

Communication and reports

After each meeting, a report is written within a week. Content should focus on conclusions and recommendations of the NLWG, with roles and responsibilities for follow up. Meeting reports should also contain action points from the recommendations with roles and responsibilities for follow up. The reports are sent to the EPI manager and ICC members. During immunization ICC meetings, a summary of key conclusions and recommendations are presented.

Step 4: Conducting research for innovation

NLWGs can support large-scale ISCL transformation within the planning and implementing of EVM improvement plans. Members can support both proven and novel approaches: new technologies, processes, and incentives to address challenges. The term 'improvement plans' refers to transformative solutions: supply chain reengineering, supply chain modeling, vendor managed inventory, outsourcing, electronic LMIS, incentive pay, worker training, etc.

Step 5: Providing technical assistance

NLWG members provide technical support in accordance with the Improvement plan covering a wide spectrum of programmatic activities including vaccine arrival, temperature control, storage capacity, infrastructure, maintenance, stock management, distribution, vaccine management, and information systems.

The NLWG's areas of support cover mainly the following:

- **Informing decision makers and practitioners about SC issues:** providing advice to EPI/ICC on Immunization Program logistics; providing guidance on vaccine security issues
- **Planning and setting up frameworks for SC related activities:** coordinating the elaboration of the national immunization strategy; forecasting needs

- **Providing active support and implementing SC activities:** coordinating/facilitating regular inventories of vaccines, devices, cold chain equipment, and transport; coordinating partners' efforts/investments in immunization logistics and supply chain
- **Monitoring SC related activities:** conducting regular supportive supervision with regular feedback to all key players and stakeholders; monitoring vaccination supplies and utilization

Step 6: Closing funding gaps and fundraising

An NLWG plays a crucial role in identifying and communicating needs for improving ISCL at the country level. Investment and funding are necessary to train, incentivize, and reward employees who are the backbone of ISCL systems: logisticians, managers, data managers, drivers, and warehouse workers. NLWGs contribute to fundraising efforts, and support aid coordination and effectiveness for improved immunization performance.

4.3. Monitoring and Evaluation of NLWG's performance

NLWG's M&E plan needs to be developed based on a set of functioning indicators:

Indicators	Yes	No	Improvement measures
Legislative or administrative status	<input type="checkbox"/>	<input type="checkbox"/>	
Formal written terms of reference	<input type="checkbox"/>	<input type="checkbox"/>	
Membership composition and assignments	<input type="checkbox"/>	<input type="checkbox"/>	
NLWG's members declare any interest	<input type="checkbox"/>	<input type="checkbox"/>	
Members are selected based on acknowledged expertise in immunization supply chains and logistics	<input type="checkbox"/>	<input type="checkbox"/>	
NLWG works within a work plan including a narrative, timeline, and budget	<input type="checkbox"/>	<input type="checkbox"/>	
NLWG meets at least once/twice a month	<input type="checkbox"/>	<input type="checkbox"/>	
Agendas and background documents are circulated at least one week ahead of meetings	<input type="checkbox"/>	<input type="checkbox"/>	
Meeting reports and recommendations are circulated to decision makers and key stakeholders	<input type="checkbox"/>	<input type="checkbox"/>	
The NLWG is consulted for any key decisions on immunization strategies and policies	<input type="checkbox"/>	<input type="checkbox"/>	



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CHAPTER 5. TECHNICAL ASSISTANCE FRAMEWORK AT COUNTRY LEVEL

In practice, countries can request technical assistance to support the establishment or reinforcement of an NLWG.

A term of reference (ToR) document should be written to present the purpose and scope of the service to be provided, the methods to be used, the standard against which performance is to be assessed or analyses are to be conducted, the resources and time allocated, and the reporting requirements.

The Terms of Reference is the main document in which the requirements and expectations of technical assistance should be clearly described. The ToR also contains information for the applicant/vendor, including a clear statement of the purpose of the contract and a list of tasks and services to be provided.

After the award of a service contract, a country uses the same ToR to manage the consultant's activities and outputs, and to monitor the contract's progress.

The contract signed between the contracting authority and the consultant will include the ToR as an annex (or appendix). The ToR will also serve as a reference document concerning any non-compliance of contractual provisions during the contract's implementation. The ToR should provide a clear description of:

1. The rationale for undertaking an assignment, study, or task
2. The expected methodology and work plan (activities), including timing and duration
3. The anticipated resource requirements, particularly in terms of personnel
4. The reporting requirements

ToR is used throughout all stages of the project cycle, as described above, to help specify the work that must be carried out or supported. It must contain:

- Context / Background to supplement the assignment
- Description of the assignment (objectives and results)
- Duration
- Logistics and timelines
- Key competencies, technical background, and experience required
- Application process



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CHAPTER 6. NLWG'S TEMPLATES AND TOOLS

6.1 Templates for establishing an NLWG

Tool 1. NLWG'sToRs

Tool 1: TOR Template

NAME OF THE COUNTRY (specify) _____

Preamble

The Terms of Reference of the National Logistics Working Group (NLWG) was approved on _____, by the Minister of Health. The NLWG operates as an SC leadership group and coordination mechanism amongst partners to facilitate the implementation of national supply chain priorities.

Legal framework: _____ (decision, decree, circular)

Mandate

The NLWG's mandate is to coordinate national immunization logistics and supply chain activities with supply chain investments from government agencies and development partners. The NLWG provides guidance, expertise, and technical assistance on all matters concerning supply chain operations and improvement initiatives. Within its mandate, the NLWG engages with key stakeholders in the process to:

- Share information, evidence, and lessons learned
- Identify and overcome program bottlenecks
- Explore opportunities for innovation
- Make optimal use of resources

The NLWG is a key element of the national EPI strategy that works towards ensuring the availability of effective vaccines for children and adults at all levels of the health system.

NLWG strategic and operational framework

The main responsibility of the NLWG is to identify priorities to strengthen immunization supply chain management and correspondingly to coordinate partners' support in these areas. The NLWG also provides evidence-based recommendations in the areas of immunization supply chains and logistics to government officials such as the EPI director, other departments in the MOH, other immunization groups such as National Immunization Advisory Groups (NITAG), and other logistical groups (e.g. pharmacy and drug supply chain).

NLWG covers the following key strategic and operational areas:

1. Reviewing, developing, and adopting guidance related to immunization supply chain management
2. Developing and monitoring the operational supply chain Improvement Plan and coordinating technical assistance
3. Informing decision makers and practitioners about immunization supply chain issues
4. Coordinating technical assistance and partners' investments to align it with national priorities

Tool 1: TOR Template

5. Planning immunization SC and logistics activities
6. Monitoring and evaluating the progress of immunization supply chain activities once implemented

Governance

The NLWG provides advice and reports to the Interagency Coordinating Committee and the National Immunization Program. The chair of the NLWG, sometimes referred to as executive secretary, should be the MOH National Immunization Program logistics manager, as delegated by the National Immunization Program Manager.

Composition and membership of the NLWG

The size of the NLWG will depend on the country and availability of experts. It consists of (**select and/or add members in the country**):

- EPI SC Manager
- EPI SC Officer
- Chief CCL Officer
- National logisticians
- Donors
- Implementing partners

The size of the NLWG is typically between 10 and 15 members.

1) *Selection criteria/membership considerations*

Members are selected based on expertise and responsibility/accountability for immunization supply chain management. They can be nominated from the public and private sectors, but should cover the following main expertise areas:

- Forecasting and quantity product needs
- Procurement
- Storage and distribution
- Use of medical products
- Resource management

2) *Conflict of interest*

In the interest of transparency, members should declare any conflict of interest. Given financial and other implications that recommendations may have for the public and private sectors, members should be free of conflicts of interest. A member who is in any doubt as to whether he or she has a conflict of interest that should be declared, or whether he or she should take part in the proceedings, should ask the executive secretariat and chairperson for guidance.

3) *Geographical consideration*

(**Select options and/or add options depending on the country's context**)

- Sub-national logistics working groups are created at regional/district levels
- Existing sub-national logistics working groups can be invited to attend NLWG meetings in accordance with the agenda

4) *Members' nomination, rotation, and termination process*

Members, including the chairperson, are formally nominated and appointed by senior-level government officials:

Tool 1: TOR Template

- The chair is recognized as a senior expert in immunization supply chain and logistics or a person accountable and/or responsible for immunization supply chain functions with strong program management skills. The NLWG is chaired by the national ISCL manager.
- Members commit to attend NLWG's meetings and to fulfil duties and responsibilities of the group.
- Members are nominated for (number) year terms with provisions for term renewals. Appointments may be renewed at the end of the first term of office on the condition of satisfactory appraisal.
- Possible reasons for the termination of memberships include: failure to attend three consecutive meetings, a change in affiliation resulting in a conflict of interest, or a lack of professionalism involving, for example, a breach of confidentiality.

Executive secretary

A subgroup of members is assigned as executive secretariat of the NLWG. The executive secretariat is in charge of providing the chairperson and leadership with strategic advice on NLWG management and to report to the ICC and NIP. Its key functions are the following:

- NLWG and secretariat functioning (procedures, documentation of activities, etc.)
- Preparation of evidence and background documents
- Strengthening of technical capacities (e.g. organization of dedicated training sessions and visits to other NLWGs)
- Organization of meetings
- Planning for the financial sustainability of the NLWG

The WHO and UNICEF are assigned as executive secretariat of the NLWG.

NLWG's work plan

The NLWG's annual work plan is developed based on the comprehensive EVM Improvement Plan and should align with the national immunization strategy, the cMYP and the national health strategy. Members define priorities in consultation with the MOH based on national priorities and other factors, including feasibility in the short term, existing delivery capacity, funding equity, economic affordability, and sustainability.

Government and development partners' support is identified in accordance with the activities forecast in the work plan:

1. Developing and monitoring the ISCL annual work plan
2. Collecting and analysing national data and evidence for strategic and operational decisions
3. Preparing and conducting meetings
4. Conducting research for innovative solutions
5. Providing technical assistance, training, and supervision
6. Fundraising and advocacy

Process of meetings

The meetings are prepared in accordance with the annual work plan.

The executive secretariat of the NLWG is in charge of preparing meeting agendas, sending invitations for regular and special meetings, disseminating minutes, mobilizing members, and updating lists of questions/subjects to be discussed by NLWG in accordance with the National

Tool 1: TOR Template

Immunization Program's policy and strategy. The secretariat keeps files of the NLWG (knowledge management) and monitors and evaluates the NLWG's effectiveness.

5) Meeting agendas

Questions to be addressed by the NLWG are identified by the MOH. However, based on their expertise, members may propose important topics and issues to be addressed to the executive secretariat and chairperson.

6) Process to review and share evidence with the group

Based on the annual plan, it is mandatory to assign members or a subgroup of members to gather, analyze, and prepare information for presentation and recommendations during meetings.

The agenda is circulated at least one week prior to meetings with necessary relevant background documents attached. This is necessary to allow time for NLWG members to prepare themselves for the discussion ahead.

7) Meeting frequency

The NLWG meets on a regular basis quarterly. On rare occasions, additional meetings might be organized for urgent or important matters.

8) Invited guests

If needed, other experts can be invited, including NGO members, independent consultants, or vaccine and technology manufacturing representatives. Manufacturers should not be allowed in meetings, but occasionally they may be invited, as observers, to inform the NLWG about their products. However, the setting and handling of meetings must prevent undue influence from these manufacturers.

9) Communication and reports

The meeting report is written within a week of the meeting's conclusion. Content should focus on main conclusions and recommendations of the NLWG. The reports are sent to the EPI manager and ICC members. During immunization ICC meetings, a summary of key conclusions and recommendations is presented.

Monitoring and evaluation

The NLWG will monitor and evaluate its functioning performance using the following set of indicators:

- Formal legislative or administrative status
- Formal written terms of reference
- Members required to systematically declare any interest
- Members are selected based on acknowledged expertise in immunization supply chains and logistics
- NLWG meets at least once/twice a month
- Agendas and background documents are circulated at least one week ahead of meetings
- Meeting reports and recommendations are circulated to decision makers and key stakeholders
- The NLWG is consulted for any key decisions on immunization strategies and policies

Tool 2: Membership Form Template

First and last name of the Member: _____

Organization Name: _____

Position:

<input type="checkbox"/> EPI SC Manager	<input type="checkbox"/> EPI SC Officer	<input type="checkbox"/> Chief CCL Officer
<input type="checkbox"/> National logistician	<input type="checkbox"/> Donor	<input type="checkbox"/> Implementing partner
<input type="checkbox"/> Other (specify) _____		

List of expertise

- Forecasting and quantity product needs
- Procurement
- Vaccine management
- Supply chain management
- Cold chain equipment and temperature monitoring
- Strategic planning and monitoring
- Use of medical products
- Resource management
- EVM assessment
- GAVI HSS applications
- Preparing new vaccine introduction
- OPV switch
- SIA's / Campaigns
- Other (specify) _____

NLWG's assignment:

- Chair
- Secretary
- CCL specialist

Place and date of registration: _____

Signature: _____

Tool 3: Declaration of conflict of interest

National Logistic Working Group of COUNTRY

Declaration of Interests

To : Chairperson of the National Logistics Working Group - NLWG

I hereby declare that :

I have no pecuniary or other personal interest, direct or indirect, in any matter that raises or may raise a conflict with my duties as a member of the NLWG.

I have pecuniary or other personal interest, direct or indirect, in a certain matter that raises or may raise a conflict with my duties as a manager of the NLWG. The particulars of this matter are stated below:

I also acknowledge that I shall make another declaration to state any change in any matter contained in this declaration within one month after the change occurs and shall provide further information on the particulars contained in this declaration if so required by the NLWG.

Signature :

Name :

Date :

Note :

(a) Please put a "✓" in the appropriate box

(b) Please continue on supplementary sheet if necessary

6.2 Templates for reinforcing a NLWG

Tool 4. Workplan template

Tool 4a: Narrative Work Plan Template

Objective

1:

Activity	Description	Deadline	Milestone	Person in charge
Activity 1.1: Name of activity	Describe the activity	When should be complete the activity	Critical indicator of result	The person and organization in charge of the work
Activity 1.2: Name of activity	Describe the activity	When should be complete the activity	Critical indicator of result	The person and organization in charge of the work
....				

Timeline templates

Activity	Responsible	Status	Year 1				Year 2				Year 3				Year 4			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Activity 1.1																		
Task	Insert	Not started																
Task	Insert	Not started																
Task	Insert	Not started																
Task	Insert	Not started																
Task	Insert	Not started																
Task	Insert	Not started																
Task	Insert	Not started																
Task	Insert	Not started																

Tool 4b: Timeline Work Plan Template

Activity	Responsible	Status	Year 1				Year 2				Year 3				Year 4			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Activity 1.1																		
Task	Insert	Not started																
Task	Insert	Not started																
Task	Insert	Not started																
Task	Insert	Not started																
Task	Insert	Not started																
Task	Insert	Not started																
Task	Insert	Not started																
Task	Insert	Not started																

Tool 4c: Budget Template

Contents	Implementing by	Total	Co-financing	Sources	Year 1	Year 2	Year 3
Objective 1							
Activity 1.1							
<i>Insert budget line heading</i>							
<i>Insert budget line heading</i>							
Activity 1.2							
<i>Insert budget line heading</i>							
<i>Insert budget line heading</i>							
Subtotal - Objective 1							
Objective 2							
Activity 2.1							
<i>Insert budget line heading</i>							
<i>Insert budget line heading</i>							
Activity 2.2							
<i>Insert budget line heading</i>							
<i>Insert budget line heading</i>							
Subtotal - Objective 2							
Total							

Tool 5: Check-list for Organization of Meetings Template

Venue and furniture

- Select the venue according to number of participants
- Organize meal and coffee breaks with the facility
- Tables and chairs in sufficient numbers

Equipment

- Projectors
- White board or black board with white board pens or chalk
- Microphone if very large rooms

Supplies

- Meeting agenda
- Agenda minutes of the previous meeting
- Set of slide presentations
- Registration form
- Copies of all handouts

Tool 6. Meeting agenda template

Tool 6: Meeting Agenda Template

Meeting of National Logistics Working Group (NLWG) held on [date] at the [xxx]

Chairman:

Secretariat:

Attendees:

- 1.
- 2.
- 3.

Timing	Items	Person in charge
8:15-8:30	Registration	Secretariat
8:30-8:45	Opening	Chair
8:45-9:00	Confirmation of minutes from previous meeting	Secretariat
9:00-9:30	Pending from previous minutes	Secretariat
9:30-10:30	ISCL recommendations #1 to decision makers and practitioners	Sub-working group 1
10:30-11:00	Implementing SC activities: Cold chain equipment/temperature monitoring	Sub-working group 2
11:00-11:15	Tea break	
11:15-11:45	Implementing SC activities: SIA campaign	Sub-working group 2
11:45-12:15	Monitoring IP progress	Sub-working group 3
12:15-12:30	ISCL funding gaps and fundraising	Sub-working group 4
12:30-12:45	Wrap-up	Chair
	End	

Please RSVP to the secretary by inserting an RSVP date and contact details

* One person is always assigned to take responsibility for a next step; the designated person must take action before the next NLWG meeting.

Tool 7: Meeting Minutes Template

Meeting of National Logistics Working Group (NLWG) held on [date] at the [xxx]

Chairman:

Secretariat:

Attendees:

- 1.
- 2.
- 3.

Opening:

Confirmation of minutes from previous meeting:

Pending from previous minutes:

- ISCL recommendations to decision makers and practitioners
- Planning and setting up framework for SC related activities
- Implementing SC activities
- Monitoring SC related activities

ISCL requirements and funding gaps:

Discussion about logistics management issues:

Other items:

Next steps:

* One person is always assigned to take responsibility for a next step; the designated person must take action before the next NLWG meeting.

Tool 8. List of core indicators to monitor NLWG's functioning

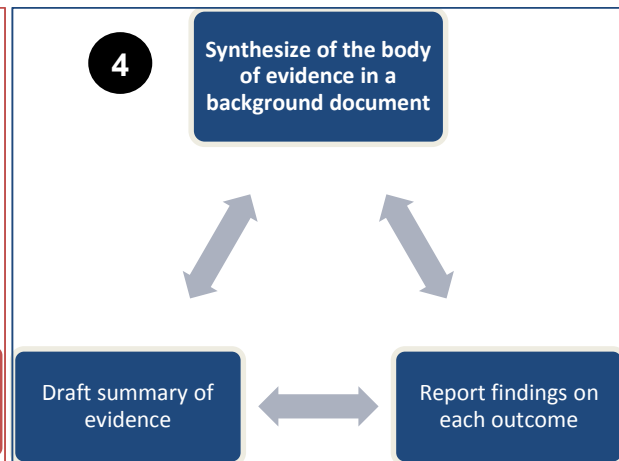
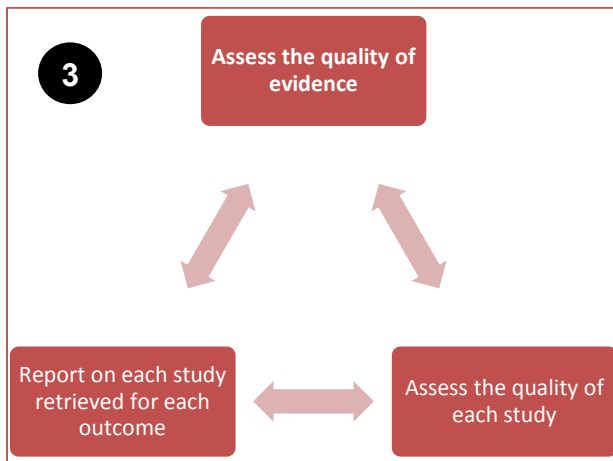
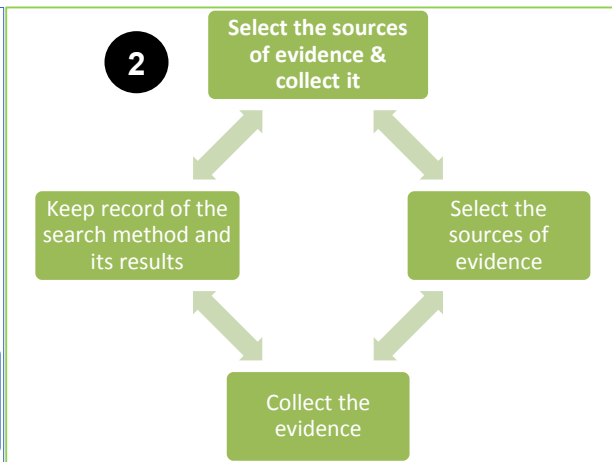
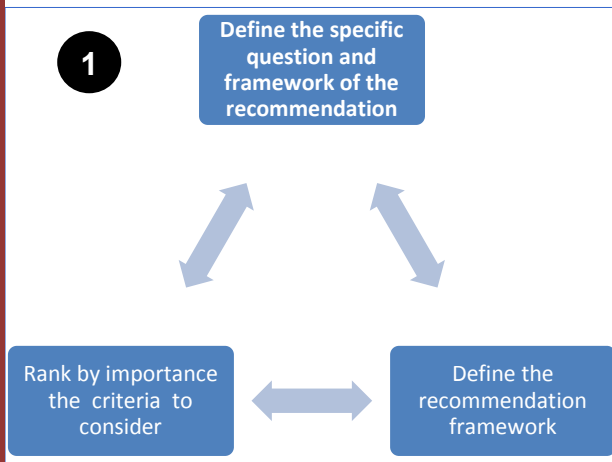
Tool 8: List of core indicators to monitor NLWG's functioning

- Formal legislative or administrative status
- Formal written terms of reference
- Members required to systematically declare any interest
- Members are selected based on acknowledged expertise in immunization supply chains and logistics
- NLWG meets at least once/twice a month
- Agendas and background documents are circulated at least one week ahead of meetings
- Meeting reports and recommendations are circulated to decision makers and key stakeholders
- The NLWG is consulted for any key decisions on immunization strategies and policies

6.3 Outlines for technical capacity strengthening

Tool 9. Process for developing an evidence-based recommendation

Quality of the recommendation relies on a balance between quality of evidence, benefits and harms, and patients' values and preferences:



Tool 10. Sources of evidence

The main sources of published literature are the following:

WHO databases	http://www.who.int/library/databases/en
TechNet-21 Resource Library	http://www.technet-21.org/en/resources/technet-resource-library
People That Deliver Knowledge Gateway	http://www.peoplethatdeliver.org/resources/knowledge-gateway
International Association of Health Logician Resource Library	http://iaphl.org/resource-library/
Reproductive Health Supplies Coalition	http://www.rhsupplies.org/activities-resources/publications/
GAVI Results and Evidence	http://www.gavi.org/results/

Tool 11. Recommendation notes template

A recommendation from the NLWG should be generated via a systematic, credible, and transparent process of selecting, reviewing, and synthesizing the evidence to support the recommendation. The recommendations should be communicated in an understandable way and should include the following information:

- Context of the question
- General information on the question
- Methodology used
- Analysis of the evidence
- Proposed recommendations or options

6.4 Technical assistance framework

6.4.1 Consultancy ToR for establishing NLWGs

1) Background to the assignment

National logistics working groups (NLWGs) have been demonstrably instrumental in improving the performance of supply chain management at the national level. NLWGs are defined as “leadership groups” and may take different forms and names. They aim to improve coordination among partners and the implementation of national immunization supply chain priorities. These working groups are part of the Ministry of Health’s process to strengthen immunization supply chains with the objective of achieving continuous improvement in vaccine efficacy, availability, and supply chain efficiency. In order to support *Country name* to have a functional national logistics working group in place, it is necessary to understand the status of the NLWG and to implement priority activities to establish it.

2) Description of the assignment

a. Purpose

The purpose of this consultancy is to provide technical support to *Country name* in [establishing an NLWG](#). This work will be carried out in close collaboration and coordination with the Ministry of Health, UNICEF, and WHO Country Offices, as well as other immunization partners.

b. Overall objective

In order to support *<Country>* in establishing an NLWG, the objective of the assignment is to:

- Provide guidance on the process and requirements of creating an NLWG, including the legal framework and governance
- Help define the *<Country name>* NLWG’s mandates, strategic and operational framework, governance, and memberships.
- Provide advice on NLWG’s monitoring and evaluation

c. Results

- 1 NLWG’s legal or administrative status
- 2 Terms of Reference (ToR)
- 3 Standard Operations Procedure (SoP)
- 4 A monitoring and evaluation plan

3) Duration

The start and end dates will vary according to each consultancy based on specific country needs, but a standard expected commitment is *<indicate number>* months, which involves a combination of field-based and home-based work (depending on the actual needs).

4) Logistics and timing

The operational base for the work will be in *<indicate location(s)>*

The intended commencement date is *<date>* and the period of implementation of the contract will be *< number >* months from this date.

5) Key competences, technical background, and experience required

Successful candidates shall meet the following minimum requirements:

Competencies

- Strong analytical, oral, and written communication skills

- Proven track record in building and influencing complex multi-stakeholder partnerships
- Proven track record in project management with an emphasis on assessments/evaluations
- Self-starter with ability to plan and execute projects in a timely manner
- Demonstrated ability to work in a multi-cultural environment

Technical skills and knowledge

- Advanced level education in public administration, policy, monitoring and evaluation, health, engineering, supply chain management, or related field
- Familiarity with WHO-recommended vaccine management practices an advantage
- Proficiency in the use of the Microsoft Office applications including Excel, Word, and PowerPoint

Work experience

Languages

- Written and spoken fluency in <English/French>
- Proficiency in a local language of the country of assignment an advantage

6) How to Apply

Qualified candidates are requested to submit their expression of interest (EOI). The EOI should be accompanied by a cover letter and CV to <email address> with subject line “NLWG” by <deadline>. Please indicate your interest, availability, and daily/monthly rate to undertake the terms of reference above. Applications submitted without a daily/monthly rate will not be considered.

6.4.2 Consultancy ToR for strengthening NLWGs

1) Background to the assignment

National logistics working groups (NLWGs) have been demonstrably instrumental in improving the performance of supply chain management at the national level. NLWGs are defined as “leadership groups” and may take different forms and names. They aim to improve coordination among partners and the implementation of national immunization supply chain priorities. These working groups are part of the Ministry of Health’s process to strengthen immunization supply chains with the objective of achieving continuous improvement in vaccine efficacy, availability, and supply chain efficiency. In order to support *Country name* to have a functional national logistics working group in place, it is necessary to understand the status of the NLWG and to implement priority activities to establish it.

2) Description of the assignment

a. Purpose

The purpose of this consultancy is to provide technical support to *Country name* to [reinforce its NLWG](#). This work will be carried out in close collaboration and coordination with the Ministry of Health, UNICEF, and WHO Country Offices, as well as other immunization partners.

b. Overall objective

In order to support *<Country>* in reinforcing an NLWG, the objective of the assignment is to:

- Provide guidance to revise Terms of Reference
- Help strengthen the *<Country name>*NLWG’s mode of operations
 - Drawing up NLWG’s work plan
 - Issuing ISCL evidence-based recommendations
 - Preparing and conducting NLWG meetings
 - Conducting research for innovation
 - Providing technical assistance
 - Closing funding gaps and fundraising
- To advise on NLWG’s monitoring and evaluation

c. Results

- 1 Revised NLWG ToR
- 2 Established Standard Operations Procedure (SoP)
- 3 Defined monitoring and evaluation plan

3) Duration

The start and end dates will vary according to each consultancy based on specific country needs, but a standard expected commitment is *<indicate number>* months, which involves a combination of field-based and home-based work (depending on the actual needs).

4) Logistics and timing

The operational base for the work will be in *<indicate location(s)>*

The intended commencement date is *<date>* and the period of implementation of the contract will be *< number >* months from this date.

5) Key competences, technical background, and experience required

Successful candidates shall meet the following minimum requirements:

Competencies

- Strong analytical, oral, and written communication skills
- Proven track record in building and influencing complex multi-stakeholder partnerships
- Proven track record in project management with an emphasis on assessments/evaluations
- Self-starter with ability to plan and execute projects in a timely manner
- Demonstrated ability to work in a multi-cultural environment

Technical skills and knowledge

- Advanced level education in public administration, policy, monitoring and evaluation, health, engineering, supply chain management, or related field
- Familiarity with WHO-recommended vaccine management practices an advantage
- Proficiency in the use of the Microsoft Office applications including Excel, Word and PowerPoint

Work experience

Languages

- Written and spoken fluency in <English/French>
- Proficiency in a local language of the country of assignment an advantage

6) How to Apply

Qualified candidates are requested to submit their expression of interest (EOI). The EOI should be accompanied by a cover letter and CV to <email address> with subject line “NLWG” by <deadline>. Please indicate your interest, availability, and daily/monthly rate to undertake the terms of reference above. Applications submitted without a daily/monthly rate will not be considered.



World Health
Organization



unicef