

TERMS OF REFERENCE

Knowledge Management Consultancy for Planning, Forecasting, Supply Chain Management and Advisory Support Retainer (Monthly Fixed Hours)

1. Background

State Pharmaceutical and Medical Supply Corporation Ltd. is responsible for ensuring the continuous availability, accessibility, and efficient distribution of pharmaceuticals, medical consumables, and related healthcare products across the Maldives.

Given the critical nature of the national pharmaceutical supply chain, the Corporation requires strengthened systems for planning, forecasting, supply chain coordination, data management, institutional knowledge capture, and strategic decision support. This includes improving how operational knowledge, demand trends, stock movement data, procurement plans, supplier information, distribution requirements, and institutional lessons are collected, analysed, documented, and used for decision-making.

To support this objective, the Corporation seeks to acquire the services of a Knowledge Management Consultant for a period of six months. The Consultant will provide technical advisory support in the areas of planning, forecasting, supply chain management, and institutional knowledge management, with the aim of strengthening internal capacity and improving operational efficiency.

2. Purpose of the Consultancy

The purpose of this consultancy is to support the Corporation in establishing and strengthening knowledge management practices that directly contribute to improved planning, forecasting, supply chain visibility, procurement coordination, and strategic decision-making.

The Consultant will work closely with relevant divisions to assess current practices, identify gaps, develop practical tools and frameworks, support the documentation of key processes, and provide advisory support to improve the Corporation's supply chain and planning functions.

3. Duration of the Assignment

The consultancy shall be for a period of six (6) months from the date of commencement.

The assignment may be extended subject to business need, performance, and necessary approvals.

4. Scope of Work

4.1. Knowledge Management and Institutional Documentation

The Consultant shall review existing knowledge management practices and support the development of systems to capture, organise, and utilise institutional knowledge.

- Assess current documentation, reporting, data-sharing, and knowledge retention practices within relevant departments.
- Identify gaps in institutional knowledge capture, particularly in relation to procurement, inventory management, forecasting, distribution, supplier management, and operational planning.
- Develop practical knowledge management tools, templates, registers, dashboards, and reporting formats.
- Support the documentation of key processes, standard operating practices, workflows, decision points, and escalation mechanisms.
- Advise on ways to reduce dependency on individual knowledge and improve organisational continuity.
- Support the creation of structured repositories for key operational, supply chain, and planning information.

4.2 Planning and Forecasting Support

The Consultant shall provide advisory and technical support to strengthen demand planning and forecasting processes.

- Review existing planning and forecasting approaches used for medicines, medical consumables, and related products.
- Support the development of demand forecasting methodologies based on historical consumption, stock movement, procurement lead times, seasonal trends, service requirements, and available operational data.
- Advise on minimum stock levels, reorder levels, buffer stock requirements, and critical item monitoring mechanisms.
- Support the preparation of planning tools and forecast models suitable for operational use.
- Assist relevant teams in identifying high-risk, high-value, fast-moving, slow-moving, and critical stock items.
- Recommend improvements to planning cycles, reporting timelines, and coordination mechanisms between procurement, warehouse, commercial, finance, and other relevant functions.

4.3 Supply Chain Management Advisory

The Consultant shall provide advisory support to improve supply chain management practices and overall supply chain visibility.

- Review current supply chain processes, including procurement planning, stock monitoring, warehouse coordination, distribution planning, and reporting.
- Identify operational bottlenecks, data gaps, coordination issues, and process weaknesses.
- Advise on improved coordination between procurement, warehouse, distribution, commercial, finance, and other relevant teams.
- Support the development of supply chain performance indicators and monitoring mechanisms.
- Advise on risk areas such as stock-outs, overstocking, expiry risks, delayed procurement, supplier delays, emergency purchases, and distribution constraints.
- Recommend practical measures to improve supply chain efficiency, visibility, accountability, and responsiveness.

4.4 Strategic and Operational Advisory Support

The Consultant shall provide ongoing advisory support to Management and relevant divisions throughout the consultancy period.

- Provide technical input on planning, procurement, stock management, and supply chain-related decisions.
- Support management discussions on operational risks, forecasting gaps, and supply chain improvement initiatives.
- Advise on short-term and medium-term improvements required to support business continuity.
- Support the review of reports, data, and operational information to enable evidence-based decision-making.
- Assist in the preparation of management briefs, technical notes, presentations, and advisory papers where required.
- Provide recommendations for institutional strengthening beyond the consultancy period.

5. Key Deliverables

Period	Deliverables
Month 1: Inception and Assessment	Inception report outlining methodology, work plan, timelines and key focus areas; initial assessment of existing knowledge management, planning, forecasting and supply chain practices; gap analysis identifying weaknesses, risks and priority improvement areas.
Month 2: Framework and Tool Development	Draft knowledge management framework; draft templates, registers, reporting formats and documentation tools; initial recommendations for improving planning and forecasting processes.
Month 3: Forecasting and Supply Chain Improvement Support	Demand forecasting model or planning tool suitable for internal use; recommendations on

	stock monitoring, reorder levels, buffer stock and critical item tracking; supply chain process improvement recommendations.
Month 4: Implementation Support and Capacity Building	Support for piloting selected tools, templates or reporting mechanisms; training or knowledge-sharing sessions for relevant staff; advisory notes on operational improvements and supply chain coordination.
Month 5: Review and Refinement	Review of implemented tools and feedback from relevant teams; refined knowledge management and planning tools; updated recommendations for strengthening forecasting and supply chain monitoring.
Month 6: Finalization and Handover	Final consultancy report; finalised knowledge management framework and related templates; finalised planning and forecasting tools; handover session with relevant staff and management; roadmap for continued implementation after completion of the consultancy.

6. Expected Outputs

- Improved documentation of key planning, forecasting, procurement, inventory, and supply chain processes.
- Practical tools and templates to support planning, forecasting, reporting, and decision-making.
- Improved visibility of supply chain risks, stock issues, and planning gaps.
- Strengthened internal capacity in knowledge management, demand planning, and supply chain coordination.

- Clear recommendations for improving operational efficiency and institutional continuity.
- A structured roadmap for sustaining knowledge management and supply chain planning practices beyond the consultancy period.

7. Reporting and Supervision

The Consultant shall report to the Managing Director or a designated senior official of the Corporation.

The Consultant shall work closely with relevant departments, including Procurement Division, Commercial Division, Warehouse and Distribution Teams, Finance Division, Resource Division, Technology Division, Strategy and Business Development Division, and any other relevant operational or support function.

Regular progress updates shall be provided to Management as required.

8. Working Arrangements

The Consultant may be required to work on-site, remotely, or on a hybrid basis, depending on the operational requirements of the Corporation.

The Consultant shall be expected to attend meetings, review documents, engage with relevant staff, analyse available data, and provide written recommendations and outputs within agreed timelines.

The Corporation shall provide access to relevant documents, data, systems, staff, and operational information required for the successful completion of the assignment, subject to confidentiality and internal approval requirements.

9. Required Qualifications and Experience

- Bachelor's degree in supply chain management, Logistics, Business Administration, Public Health, Pharmacy, Economics, Management, Knowledge Management, or a related field. A Master's degree will be an added advantage.

- Demonstrated experience in knowledge management, supply chain management, demand planning, procurement planning, inventory management, or operational advisory roles.
- Experience in pharmaceutical, healthcare, public sector, logistics, or essential commodities supply chain will be highly preferred.
- Strong understanding of forecasting, stock monitoring, procurement cycles, distribution planning, and supply chain risk management.
- Experience in developing frameworks, SOPs, dashboards, reporting tools, templates, and management reports.
- Strong analytical, communication, documentation, and advisory skills.
- Ability to work with multiple stakeholders and provide practical, implementable recommendations.
- Familiarity with public sector processes, healthcare supply chains, or national-level supply systems will be an added advantage.

10. Consultant Responsibilities

- Deliver all agreed outputs within the approved timeframe.
- Maintain confidentiality of all information accessed during the consultancy.
- Provide objective, evidence-based, and practical advice.
- Work collaboratively with management and relevant teams.
- Ensure that all tools and recommendations are realistic, implementable, and suitable for the Corporation's operational context.
- Submit reports, templates, tools, and recommendations in editable formats.
- Conduct proper handover of all completed work before the end of the consultancy.

11. Corporation Responsibilities

- Provide access to relevant information, documents, and staff.
- Assign focal points to coordinate with the Consultant.
- Facilitate meetings, discussions, and information-gathering sessions.
- Review deliverables and provide timely feedback.
- Support implementation of agreed tools and recommendations where feasible.

12. Confidentiality

The Consultant shall maintain strict confidentiality regarding all data, documents, operational information, procurement information, supplier details, stock information, financial information, internal discussions, and any other sensitive information accessed during the consultancy.

No information may be disclosed, reproduced, shared, published, or used for any purpose other than this assignment without prior written approval from the Corporation.

The confidentiality obligation shall continue even after the completion or termination of the consultancy.

13. Conflict of Interest

The Consultant shall disclose any actual, potential, or perceived conflict of interest before commencement of the assignment and throughout the consultancy period.

The Consultant shall not engage in any activity that may compromise the independence, objectivity, or integrity of the assignment.

14. Ownership of Outputs

All reports, tools, templates, frameworks, data, models, presentations, recommendations, and other outputs developed under this consultancy shall remain the property of the Corporation.

The Consultant shall not reuse, publish, disclose, or distribute any assignment outputs without prior written approval from the Corporation.

15. Performance Review

- Quality and practicality of deliverables.
- Timeliness of submissions.
- Responsiveness to feedback.
- Level of engagement with relevant teams.
- Relevance and usefulness of recommendations.

- Contribution to strengthening planning, forecasting, supply chain management, and knowledge management practices.

16. Payment Terms

Payment shall be made based on agreed milestones, satisfactory completion of deliverables, and approval by the Corporation.

The detailed payment schedule may be finalised during contract negotiation and may be linked to monthly progress, milestone completion, or submission of approved deliverables.

17. Application / Proposal Requirements

Technical proposal outlining understanding of the assignment, proposed methodology, work plan, and deliverables.

- Financial proposal for the six-month consultancy period.
- CVs or profiles of key consultant personnel.
- Details of similar assignments completed.
- References or evidence of relevant experience.
- Any additional information demonstrating capacity to undertake the assignment.

18. Evaluation Criteria

- Relevant experience in knowledge management, planning, forecasting, and supply chain management.
- Experience in pharmaceutical, healthcare, logistics, public sector, or essential commodities supply chains.
- Quality and practicality of the proposed methodology.
- Qualifications and experience of the consultant or proposed team.
- Understanding of the assignment and local operational context.
- Financial proposal and value for money.
- Ability to deliver within the required six-month timeframe.

#	Evaluation Criteria	%
1	Relevant experience in knowledge management, planning, forecasting, and supply chain management	25
2	Experience in pharmaceutical, healthcare, logistics, public sector, or essential commodities supply chains	20
3	Quality and practicality of the proposed methodology	20
4	Qualifications and experience of the consultant or proposed team	15
5	Understanding of the assignment and local operational context	10
6	Financial Proposal	10
Total		100

19. Conclusion

This consultancy is intended to provide the Corporation with practical, technical, and advisory support to strengthen institutional knowledge, planning capacity, forecasting accuracy, and supply chain management. The engagement shall focus on developing implementable tools, improving internal coordination, supporting evidence-based decision-making, and ensuring that critical knowledge and operational practices are properly documented and sustained within the Corporation.