



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

**Supporting National Logistics Working Group**

# **Toolkit & guidance**

**2016**

## ACRONYMS AND ABBREVIATIONS

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

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## ACKNOWLEDGEMENT

This technical guidance document was developed by the WHO-UNICEF Immunization Supply Chain and Logistics Hub, in collaboration with UNICEF regional and country offices, VillageReach, USAID, Capacity Plus, and SIVAC Initiative. We would like to express our sincere thanks to the many individuals who contributed to the preparation of this document.







## 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 improve systematically the Immunization Supply Chain and Logistics (ISCL) infrastructure and systems at country level.

This NLWG Guidance Manual provides both technical and operational guidance on how countries may create or/and strengthen NLWG. It outlines the various steps that may be taken to initiate, implement, monitor and reinforce a 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 a NLWG. Its purpose is to provide guidance throughout the entire process for 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 context and priorities. This note also outlines the criteria that can be used to evaluate if such working groups are functioning.

### Guidance manual chapters

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

This introduction explains the concept of NLWG and the motivations of why these 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 a NLWG in his/her country and to get an overview of role, scope and functions of NLWG.

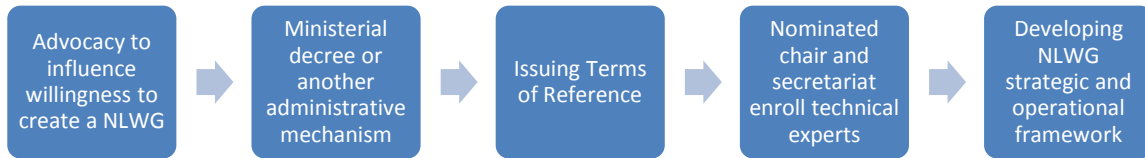
#### [Chapter 2. How to identify countries' situation and needs for NLWG?](#)

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

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

This chapter is dedicated to countries that want to establish a NLWG. This chapter provides guidance on the process and key steps to form a NLWG, starting from the specification of its

mandate, defining its strategic and operational areas of work, describing its governance and memberships.



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

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

After the establishment of a 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 atcountry level](#)

In practice, countries can request for technical assistance in supporting establishing or reinforcing NLWG. In this chapter, readers will gain deeper understanding about the ToR and its importance.

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

This chapter provides readers with templates and sampledocuments to form and strengthen NLWGs, e.g. ToRs, Memberships criteria list, members' assignment description (including chair and secretariat) check list for organizing meetings, meeting agenda, committee's templates, workplan, list of core indicators for monitoring and evaluation, reporting and evaluation notes and position paper.



## **CHAPTER 1. ROLE, SCOPE AND FUNCTIONS OF NLWG**

National Immunization Programs (NIPs) in developing countries have faced challenges while working towards more equitable access to immunization, to protect children from preventable diseases. With the introduction of new, more expensive 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 Plans<sup>1</sup>.

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 NLWG?

The NLWG is a mechanism for coordinating national immunization logistics and supply chain activities as well as supply chain investments of 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. These leadership groups may take different forms and names however all these groups aim to improve the coordination amongst partners and implementation of national immunization supply chain priorities.

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

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

## 1.2. What are well-functioning and structured NLWG?

The MOH officially authorize the NLWG to act as a national working group in immunization logistics and supply chain management. The mandate acknowledged for coordinated efforts in this area and for evidence-based recommendations to 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 because of acknowledged expertise in immunization supply chains and logistics
- 5 NLWG meets at least once or even twice a month to ensure effective implementation and monitoring of activities
- 6 Agendas and background documents are circulated at least one week before 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 strategy and policies

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

The situation of NLWGs has been documented through the NLWG landscape 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 established and well-functioning<sup>2</sup> NLWG within a legal or administrative framework. I.e. Nigeria, Uganda, Kenya, Mozambique, Ethiopia, Zambia, Malawi, India
2. Countries with NLWG operating without a either systematic or organized framework. I.e. Comoros, Malawi, Rwanda and Madagascar
3. Countries without NLWG but with available human resources, partners and infrastructure
4. Countries without NLWG and no available and skilled local staff. I.e. Angola, Somalia and South Sudan



## CHAPTER 2. IDENTIFYING YOUR NEEDS

<sup>2</sup> Functioning that fits with the core indicators list in chapter 5

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

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

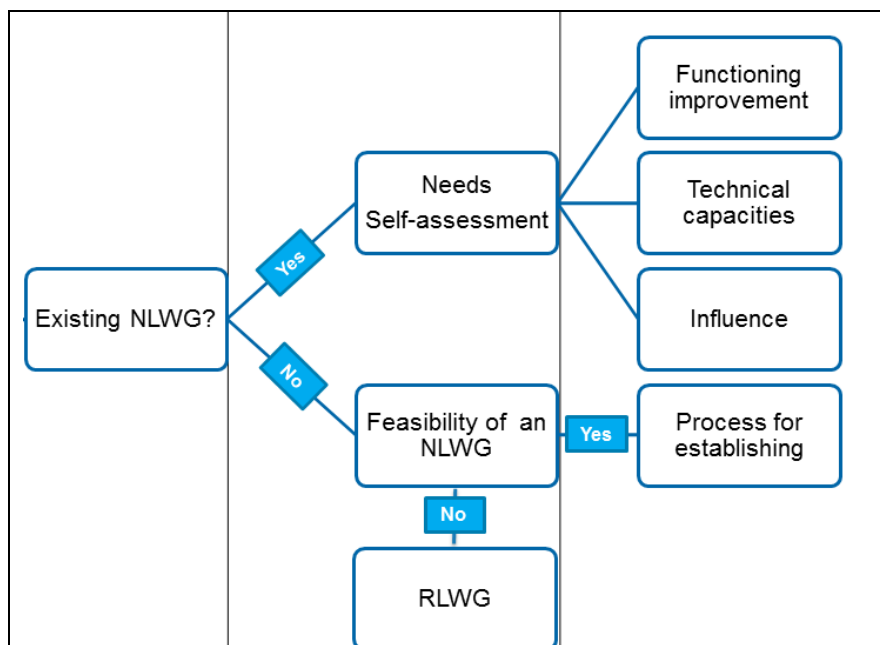


Figure1: Process for identifying country's needs

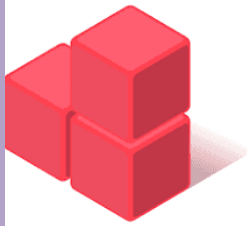
## 2.1. Needs self-assessment for country with an existing NLWG

Questions	Yes	No	Suggested tools for improvement
1. Was the NLWG created with a legislative or administrative status?	<input type="checkbox"/>	<input type="checkbox"/>	Insert link to " <a href="#">Legal framework and governance</a> "
2. Does the NLWG operates with formal written terms of reference?	<input type="checkbox"/>	<input type="checkbox"/>	insert link to tool 1 " <a href="#">NLWG's ToR</a> "
3. Is NLWG's membership selection criteria described	<input type="checkbox"/>	<input type="checkbox"/>	Insert link to " <a href="#">composition and membership</a> "
4. NLWG's members required to systematically declare any interest	<input type="checkbox"/>	<input type="checkbox"/>	insert link to tool 3 " <a href="#">Declaration of conflict of interest</a> "
5. Members are selected because of acknowledged expertise in immunization supply chains and logistics	<input type="checkbox"/>	<input type="checkbox"/>	insert link to " <a href="#">Selection criteria/membership considerations</a> " and tool 2 " <a href="#">Memberships form</a> "
6. NLWG works within a workplan including a narrative, a timeline and a budget	<input type="checkbox"/>	<input type="checkbox"/>	insert link to tool 4 " <a href="#">Workplan template</a> "
7. NLWG meets at least once/twice a month	<input type="checkbox"/>	<input type="checkbox"/>	insert link to tool 5 " <a href="#">Check list for organizing meetings</a> "
8. Agendas and background documents are circulated at least one week ahead of meetings	<input type="checkbox"/>	<input type="checkbox"/>	Insert link to tool 6 " <a href="#">agenda template</a> ", " <a href="#">sources of evidence</a> "

9. Meeting reports and recommendations are circulated to decision makers and key stakeholders	<input type="checkbox"/>	<input type="checkbox"/>	Insert link to tool 7 " <a href="#">minutes template</a> ", " <a href="#">recommendations note template</a> "
10. The NLWG is 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 of a permanent logistics working group?	<input type="checkbox"/>	<input type="checkbox"/>	Link to " <a href="#">concept of NLWG</a> "
2. Is there a willingness of EPI manager and/or ICC to benefit from a dedicated ISCL working group?	<input type="checkbox"/>	<input type="checkbox"/>	Link to Chapter 3 " <a href="#">Establishing a NLWG</a> "
3. Does ISCL face issues and challenges that impediments immunization performance in your country	<input type="checkbox"/>	<input type="checkbox"/>	Link to " <a href="#">NLWG's mandate</a> "
4. Is there a need for improving coordination of technical partners and donors supporting ISCL?	<input type="checkbox"/>	<input type="checkbox"/>	Link to " <a href="#">process and requirement to create a NLWG</a> "
5. Do MoH and NIP need for evidence-based decisions for improved ISCL?	<input type="checkbox"/>	<input type="checkbox"/>	Link to " <a href="#">Step 2: Issuing ISCL recommendations</a> "
Total score (yes = 1 ; no = 0)			



## CHAPTER 3. ESTABLISHING A NLWG

### 3.1 Process and requirement to create a NLWG

The NLWG is a mechanism for coordinating national immunization and supply chain activities as well as supply chain investments of government agencies and development partners. The NLWG will provide expertise and technical assistance on all matters concerning supply chain operation 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 the availability of effective vaccines for children and adults at all levels of the health system.

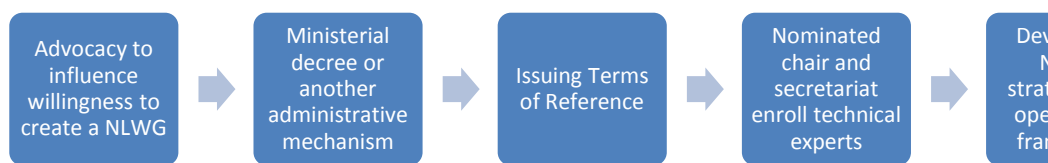


Figure2: Suggested process for establishing a NLWG

### 3.2 Legal framework and governance

The NLWG should be formally established through a ministerial decree or another administrative mechanism. This official process will help to clearly define how it operates within the Ministry of Health (MOH) as well as its decision-making structure. Key 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.

### 3.3 Mandates

The MOH should officially authorize the NLWG to act as a national working group in immunization logistics and supply chain management. The mandate should address 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 supply chain to government officials such as the EPI director, other departments in the MOH, and other immunization groups such as National Immunization Advisory Groups (NITAGs) 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 Plans<sup>3</sup> that links the EPI workplan and 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 Group (RLWG) or District Logistics Working Groups.

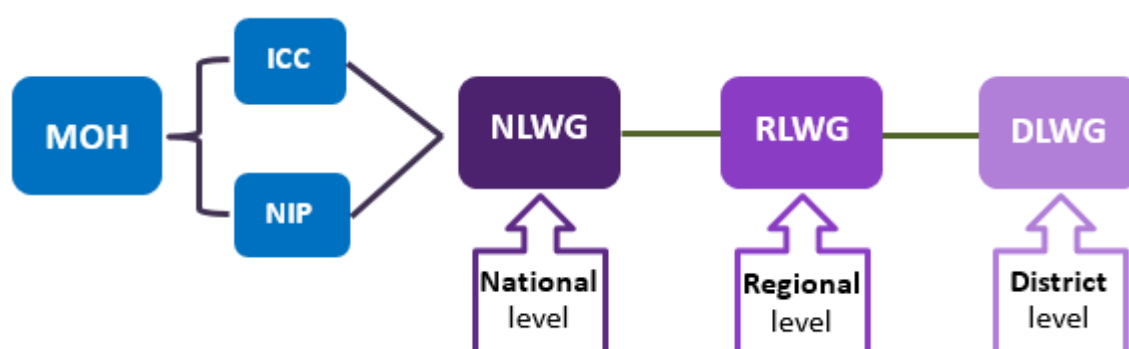


Figure3: Suggested NLWG's organization

### 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.

<sup>3</sup>WHO/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 can be nominated from the government, donors and implementing partners and potentially from the private sector but should cover the following main expertise areas:

- 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 advisor, 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 make commitments to attend NLWG's meetings and to fulfill duties and responsibilities of the group: informing decision makers, offering guidance, coordinating partners' investments and monitoring the immunization supply chain....

Members are typically nominated for terms of three or four years<sup>4</sup> 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 attend<sup>5</sup> 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.

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

<sup>5</sup> 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.

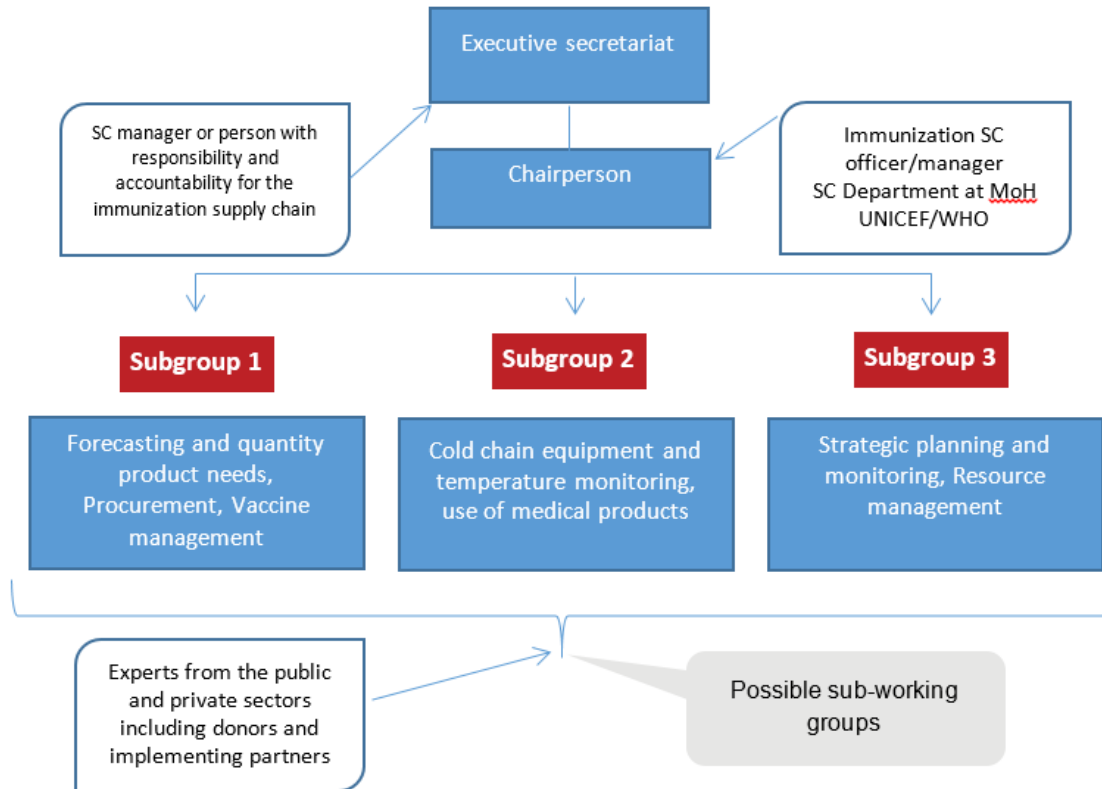


Figure4:Generic NLWG's chart



## CHAPTER 4. REINFORCING A NLWG

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



### 4.1. Revising ToR

ToR might be revised so to clarify the mandate of the NLWG. Please refer to [ch](#)

### 4.2. Mode of operations

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

The mode of operations of the NLWG consists mainly of 6 steps from its workplan to the communication of recommendations and meeting reports.

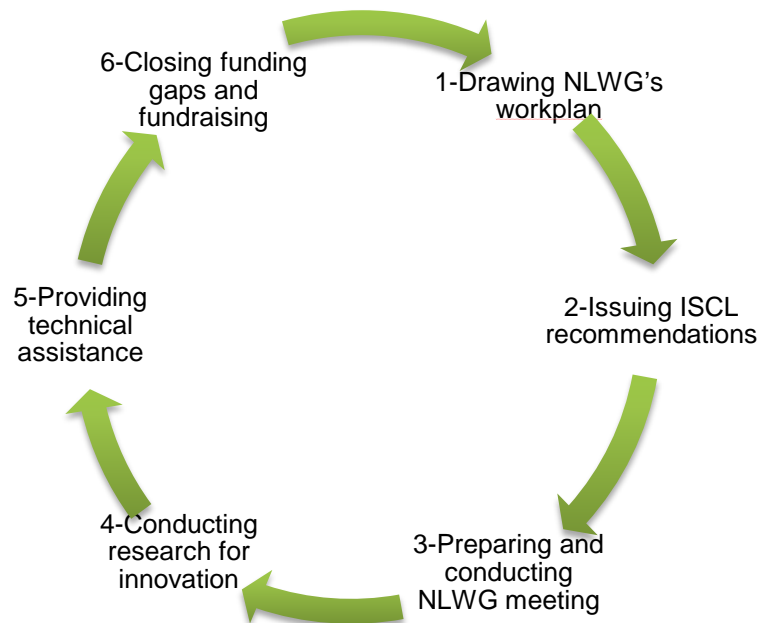


Figure5: Key steps of the NLWG'sfunction

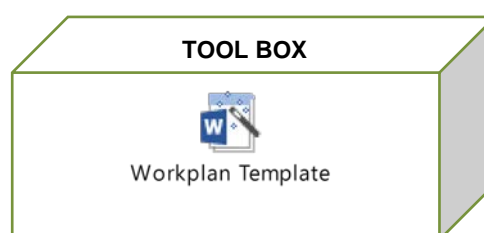
#### Step 1: Drawing NLWG's workplan

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 workplan.

## Purpose

The workplan describes all activities of the NLWG and its executive secretariat. NLWG can develop annual or multi-year workplans 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 workplan 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 workplan 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 workplan could be as follows: producing ISCL recommendations, strengthening NLWG capacity, ensuring NLWG functioning, assessing NLWG's performance (M&E).



## Workplan content

The workplan should be developed by the executive secretariat (e.g. the secretariat and some members of the NLWG, with a participation of the chair). At the end, it should be validated by the NLWG's members.

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

The workplan includes for each area of work a description of the activities, milestones, deliverables, timelines and budget. The workplan 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 NLWG's activities, which serve the same objective. Thus, the activities are classified by main objectives. In a same objective, a series of information should be provided for each activity: description of the activity (objective, context, details about the implementation, expected results), timelines and persons in charge, technical and financial provisional resources (national and partners supports).

### 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 capacity
3. Ensuring NLWG functioning
4. M&E: assessing NLWG's performance

**Table 1** : Key categories of NLWG’s workplanactivities

<p><u>Category 1:</u> <b>Producing ISCL recommendations</b></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> <b>Strengthening NLWG capacity</b></p>	<p>All activities which strengthen capacities of the secretariat and the NLWG’s members: orientation workshop for NLWG’s members, training on the development of evidence-based recommendation, study visits to other NLWG in the same region and other needed training</p>
<p><u>Category 3:</u> <b>Ensuring NLWG functioning</b></p>	<p>Installation and equipment of an office for the NLWG’s secretariat so as to conduct all its activities (organizational and technical). This also implies development of tools and document for the NLWG functioning, logistic and administrative organization of the NITAG meeting and all the logistic and administrative aspects for holding meetings should be mentioned and planned: preparation of background documents, notes for the meeting in advance, needed materials, booking of a meeting’s room, recording documents (list of participants, report).</p>
<p><u>Category 4:</u> <b>Assessing NLWG’s performance</b> (M&amp;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"> <li>• Formal legislative or administrative status</li> <li>• Formal written terms of reference</li> <li>• Members required to systematically declare any interest</li> <li>• Members are selected because of acknowledged expertise in immunization supply chains and logistics</li> <li>• NLWG meets at least once or even twice a month to ensure effective implementation and monitoring of activities</li> <li>• Agendas and background documents are circulated at least one week prior to meetings</li> <li>• Meeting reports and recommendations are circulated to decision makers and key stakeholders</li> <li>• The NLWG is consulted for any key decisions on immunization supply chain strategy and policies</li> </ul>

**Second type of document: the activities’ timeline:** on the basis of the narrative document, the summary timelines is in a format of a Gantt chart and highlights the expected deadlines for each activity and then 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 supports.

### **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.

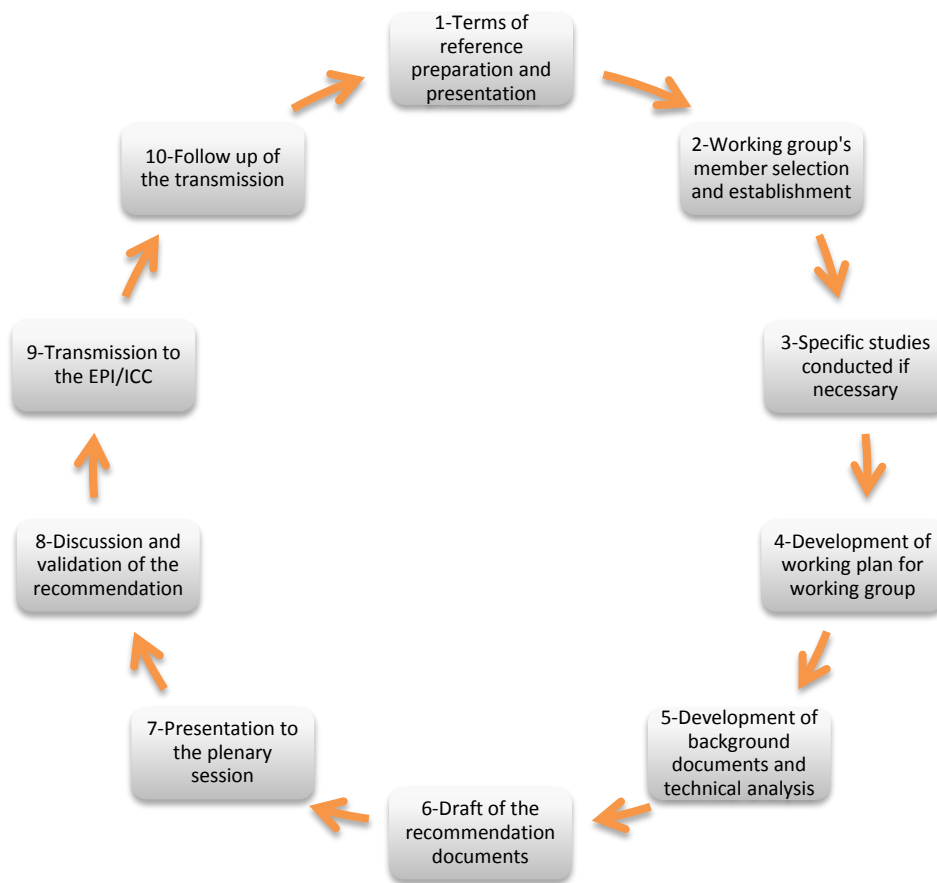
**Organization of sub-working group:** preparing technical work on a specific topic via a working group is recommended. The working group's members collect evidence on the different thematic areas that will inform the recommendation. Depending on the questions submitted by EPI/ICC to the NLWG, one or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

NLWG chair selects a working group chair within NLWG's members based on his/her specific expertise and a working group secretary. The appointment letter describes the working group terms of reference, the list of questions to be addressed, the timelines and deliverables. Members with the relevant expertise with regards to the terms of reference of the working groups 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, possibly external experts (consultants or existing disease-specific working group or committee members).

There are regular meetings between NLWG's secretariat and sub-working group's chairs, to review progress and provide assistance when needed. Likewise, NLWG secretariat disseminate sub-working group's reports to NLWG's 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 the transmission.

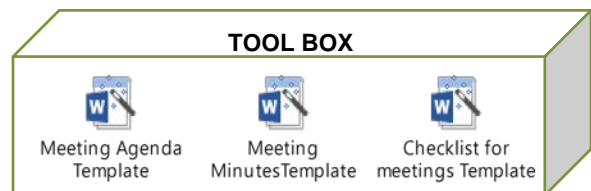


**Figure 6:** NLWG's ten steps for issuing ISCL recommendations

### Step 3: Preparing and conducting NLWG meeting

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

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 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 every once or even twice a month. On rare occasions, additional meetings might be organized for urgent or important matters. A consideration for planning the meetings 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

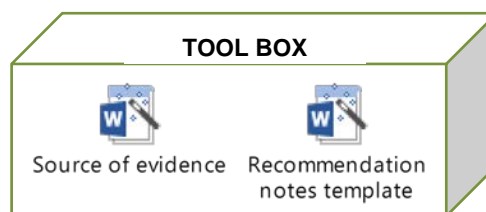
NLWG can support large-scale ISCL transformation within the planning and implementing EVM improvement plans. Members can support both proven and novel approaches: new technologies, processes and incentives to address challenges. Improvement plans refers to transformative solutions: supply chain reengineering,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

## Step 5: Providing technical assistance

NLWG's 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 are 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 country's 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

NLWG plays a crucial role to identify and communicate the needs for improving ISCL at country level. Investment and funding are required to train, incentivize and reward Human resources who are the backbone of ISCL systems: logisticians, managers, data managers, drivers and warehouse workers. NLWG contribute to fundraise and support aid coordination and effectiveness for better 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 because of acknowledged expertise in immunization supply chains and logistics	<input type="checkbox"/>	<input type="checkbox"/>	
NLWG works within a workplan including a narrative, a timeline and a 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 for technical assistance in su establishing or reinforcing NLWG.

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

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

After the award of a service contract, the same ToR is used by the country to ma activities and outputs of the consultant and to monitor progress of the contract.

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

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

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

- Context / Background to the assignment
- Description of the assignment (Objectives and Results)
- Duration
- Logistics and timelines
- Key competences, technical background and experience required
- Application process



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## CHAPTER 6. NLWG'S TEMPLATES AND TOOLS

### 6.1 Templates for establishing a 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 by \_\_\_\_\_, by the Minister of Health. The NLWG operates as a SC leadership 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 with supply chain investments from government agencies and development partners. It provides guidance, expertise and technical assistance on all matters concerning supply chain operations and improvement initiatives. Within its mandate, the NLWG engages all 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 of the MOH, other immunization groups such as National Immunization Advisory Groups (NIAGs) 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

## Tool 1: TOR Template

4. Coordinating technical assistance and partners' investments 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

### 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 typically could be from 10 to 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:

- 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 workplan**

The NLWG's annual workplan 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 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 workplan:

1. Developing and monitoring the ISCL annual workplan
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 workplan.

## Tool 1: TOR Template

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 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 required 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 are 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 because of 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



## Tool 1: TOR Template

- The NLWG is consulted for any key decisions on immunization strategies and policies

### Tool 2: Membership Form Template

**Name and First 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
- Others (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 certain matter that raises or may raise a conflict with my duties as a manager of the NLWG. The particulars of such 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 Workplan 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
<b>Activity 1.1</b>																		
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 Workplan 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
<b>Activity 1.1</b>																		
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
<b>Objective 1</b>							
<b>Activity 1.1</b>							
<i>Insert budget line heading</i>							
<i>Insert budget line heading</i>							
<b>Activity 1.2</b>							
<i>Insert budget line heading</i>							
<i>Insert budget line heading</i>							
<b>Subtotal - Objective 1</b>							
<b>Objective 2</b>							
<b>Activity 2.1</b>							
<i>Insert budget line heading</i>							
<i>Insert budget line heading</i>							
<b>Activity 2.2</b>							
<i>Insert budget line heading</i>							
<i>Insert budget line heading</i>							
<b>Subtotal - Objective 2</b>							
<b>Total</b>							

### Tool 5: Check-list for organization 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 chalks
- 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 insert 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**

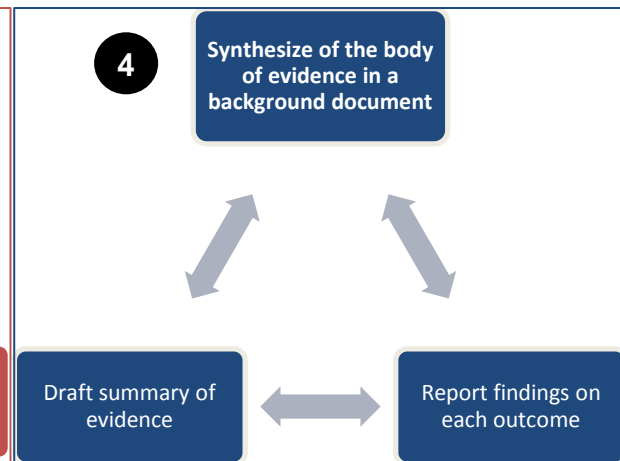
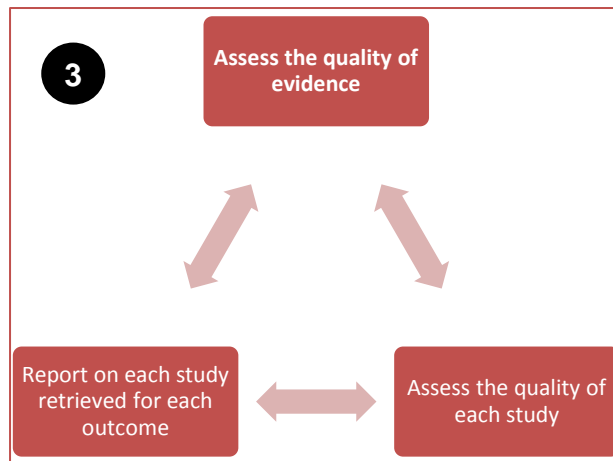
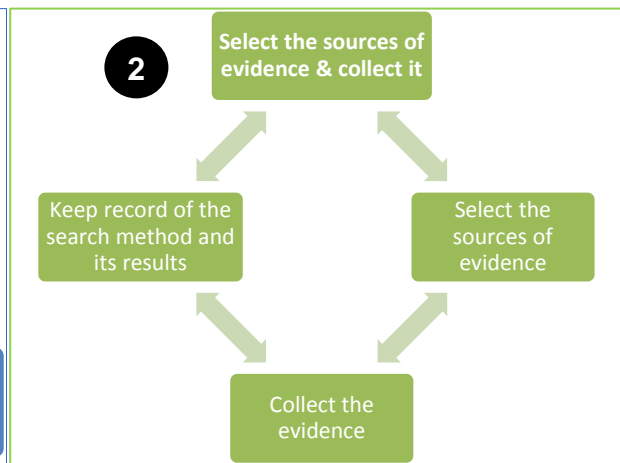
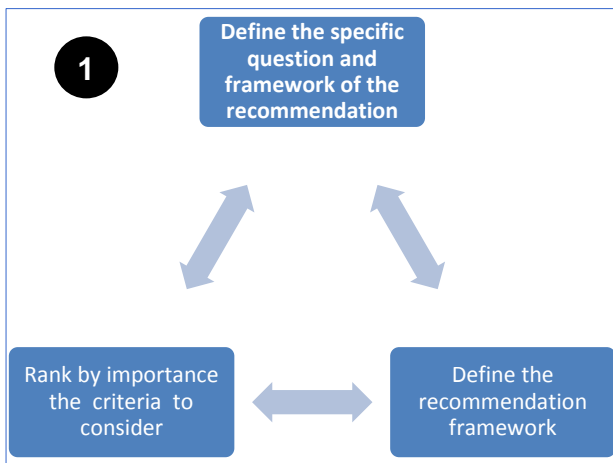
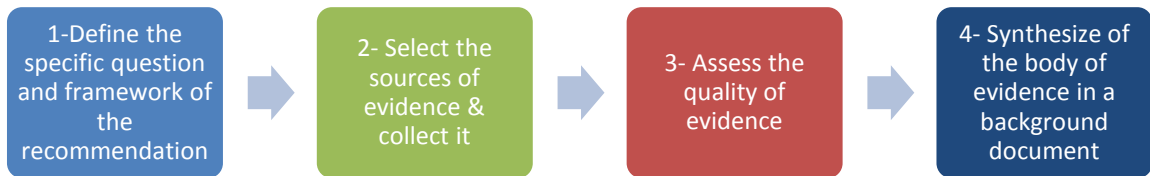
**Tool 8: List of core indicators to monitor NLWG's functioning**

- Formal legislative or administrative status
- Formal written terms of reference
- Members required to systematically declare any interest
- Members are selected because of 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	<a href="http://www.who.int/library/databases/en">http://www.who.int/library/databases/en</a>
TechNet-21 Resource Library	<a href="http://www.technet-21.org/en/resources/technet-resource-library">http://www.technet-21.org/en/resources/technet-resource-library</a>
People That Deliver Knowledge Gateway	<a href="http://www.peoplethatdeliver.org/resources/knowledge-gateway">http://www.peoplethatdeliver.org/resources/knowledge-gateway</a>
International Association of Health Logisticians Resource Library	<a href="http://iaphl.org/resource-library/">http://iaphl.org/resource-library/</a>
Reproductive Health Supplies Coalition	<a href="http://www.rhsupplies.org/activities-resources/publications/">http://www.rhsupplies.org/activities-resources/publications/</a>
GAVI Results and Evidence	<a href="http://www.gavi.org/results/">http://www.gavi.org/results/</a>

## Tool 11. [Recommendation notes template](#)

A recommendation from the NLWG should be generated from a systematic credible and transparent process of selecting, reviewing and synthesizing the evidence for supporting 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 needed to understand the status of the NLWG and implement priority activity 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 a NLWG. This work will be program in close collaboration and coordination with the Ministry of Health, UNICEF and WHO Country Offices and other immunization partners.

##### b. Overall objective

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

- To provide guidance on process and requirement to create a NLWG, including legal framework and governance
- To support defining the *<Country name>* NLWG’s mandates, strategic and operational framework, governance and memberships.
- To advise 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 typical expected commitment would be *<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

The 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 the 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 needed to understand the status of the NLWG and implement priority activity to establish it.

### 2) Description of the assignment

#### a. Purpose

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

#### b. Overall objective

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

- To provide guidance to revise Term of Reference
- To support strengthening the *<Country name>* NLWG’s mode of operations
  - Drawing NLWG’s workplan
  - Issuing ISCL evidence-based recommendations
  - Preparing and conducting NLWG meeting
  - 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 typical expected commitment would be *<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**

The 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 the 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.



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