

Request for Proposals for the People that Deliver (PTD) Last Mile Health Supply Chain COVID-19 Support Program

A. Background

PtD was established in 2011 to advocate for a systematic approach to human resources (HR) for health supply chain management (SCM). PtD is a global coalition of organizations focused on technical leadership in HR for SCM. Its unique feature is that member countries and organizations are the vehicles for the provision of services and funding. It builds on the experiences of members to advocate for change at a global and country-level. This results in stronger and more sustainable systems for developing, recruiting and retaining a qualified health supply chain workforce. Please visit www.peoplethatdeliver.org for a complete overview of our PtD's vision and goal, as well as access to materials and resources.

The current Covid-19 pandemic is overwhelming health systems in low and middle-income countries and putting their workforces at risk. An important health worker that is overlooked during this health crisis but that is necessary for the continued availability of supplies, is the health supply chain worker. PtD not only understands the current HR for health SCM landscape globally and locally, it also identifies, builds and strengthens the tools and resources needed to support capacity building in country. As global and national supply chains are disrupted and delayed, health supply chain workers need specialized resources and support to do their jobs. Pharmacists, logisticians, supply chain managers, data managers, warehouse, transport personnel, and many others – are the professionals who are collectively tasked to ensure health supply chain management. Please see PtD's Human Resources for Supply Chain Management Theory of Change ([HR4SCM ToC](#)) which provides a foundation for developing strategies to manage the quantity, type, and capacity of human resources required to operate health supply chains through four distinct pathways.

When a fast-moving pandemic occurs, people, systems and supplies must be ready to respond immediately. All the critical items needed for a pandemic intervention must be transported from around the world to the operation locations. Transport capacity may be much reduced. Even where trucks are plentiful, drivers may be in short supply — either because many are sick or because quarantine rules prevent them from going to work. Bringing the critical items into the country and getting them to where they are needed in the field will be challenging. The “last-mile” is a critical logistical challenge for healthcare and other essential items to communities most in need across sub-Saharan Africa. The final short journeys in poorly connected areas to directly reach those in need can be difficult. It is a challenge amplified by the speed and severity of the COVID-19 pandemic, meaning that delays can make the difference between life and death.

The FIA Foundation's investment in last mile logistics and transportation for COVID-19 response aligns with PtD's mission, which is to promote stewardship and leadership at the national level to address the

health supply chain workforce needs and advocating for the development of a competent, supported supply chain workforce deployed across the public and private sectors within the health system.

UNICEF (the United Nations Children's Fund) is an international, intergovernmental organization established by the General Assembly of the United Nations by resolution No. 57(1) of 11 December, 1946 as a subsidiary organ of the United Nations, having its headquarters in New York, with offices in over 160 countries spanning 260 locations.

UNICEF works with governments, civil society organizations, and other organizations around the world to advance children's rights to survival, protection, health, development and participation and is guided by the Convention on the Rights of the Child.

PtD is hosted by UNICEF Supply Division. This RFP will follow UNICEF's Financial Regulations and Rules, and specifically, the rules and procedures for procuring services. See Section 5 of annex A of the UNICEF General Terms and Conditions of contract (Services).

https://www.unicef.org/supply/files/GENERAL_TERMS_SERVICES_2017.pdf

B. Overview

In April 2020 People that Deliver (PtD) was awarded a grant from the [FIA Foundation](#), an independent UK-registered charity that promotes road safety. With this funding PtD has launched the "Last Mile Health Supply Chain COVID-19 Support Program", which will provide seed funding to promising projects in sub-Saharan Africa that address health commodity transportation and logistics challenges currently brought on by the COVID-19 pandemic. Projects with an emphasis on promoting and reinforcing sustainable workforce development (developing, recruiting, and retaining a competent supply chain workforce) will be given priority. This funding will be awarded to organizations with innovative, high impact ideas looking for financial resources to help those ideas come to life.

The purpose of the PtD Last Mile Health Supply Chain COVID-19 Support Program is to inspire and stimulate transportation and logistics innovation at the last mile. These one-time grants will specifically target organizations that are providing support to the COVID-19 response in their communities by promoting and reinforcing sustainable workforce development. The funding will allow organizations to improve availability of health products and equipment needed for the COVID-19 response by allowing them to bring their innovative ideas to scale.

How the process works:

- 1) PtD will solicit a Request for Proposals (RFP). Interested organizations that meet the eligibility requirements should submit a proposal using the application template provided in Annex 1.
- 2) PtD will convene an internal UNICEF technical review committee to select the most technically and financially sound proposals and validate whether they fulfill the required criteria to be awarded a UNICEF contract under the RFP.
- 3) The organizations that have been shortlisted by the UNICEF technical review committee will be invited to present their idea to a panel using video conferencing technology. Each organization

will be given 15 minutes to give a short presentation, followed by a five-minute question and answer session.

- 4) After the video presentations, the UNICEF technical committee will reconvene to discuss the presentations. Shortlisted companies may be requested to submit additional information before a final decision is made.
- 5) PtD will select the top four proposals and award the grants.

C. Requirements

PtD, hosted by UNICEF Supply Division, is inviting organizations to respond to this RFP. The RFP process will result in the award of an Institutional Contract with four successful vendors for a period of six months. Shortlisted organizations will be notified within one month after RFP closing date. PtD will offer four small, one-time awards (up to €45,000). The proposal should be aligned with achieving one or more of PtD's strategic outcomes through the implementation of a health transportation and logistics-related intervention or research project (grantees will need to select and measure output indicators which have been defined by PtD).

Eligibility to participate

Which organizations can apply?

Please note that individuals are not eligible to apply, but individuals can submit a proposal on behalf of their organization. The RFP is open to organizations that fulfill the following criteria:

- Legally registered and have been operating for at least one year in sub-Saharan Africa (or have affiliates and project partners operating in sub-Saharan Africa).
- Specialized in transportation and logistics and be able to share examples of previous work in the areas of logistics and transportation for health products, medicines, equipment or materials related to healthcare, especially in the last mile.
- Are currently providing support to the COVID-19 response in their communities.
- Have a proven track record for implementing projects that have delivered a significantly positive impact to local communities.
- Organizations that are committed and willing to share best practices and lessons learned.
- Are currently working with local national supply chain organizations or have worked with them in the past.

What kind of projects are we looking for?

- Respond to transportation and logistics needs related to the COVID-19 response
- Deliverable within a six-month period from receiving the award
- Incorporate monitoring and evaluation, and measure impact
- Promote and reinforce the principles of strong local ownership at the last mile
- Promote and reinforce sustainable workforce development
- Apply solutions in new, groundbreaking ways that are scalable and globally applicable

PtD will fund solutions to current challenges faced by last mile transportation and logistics organizations such as:

- occupational safety: protecting truck drivers and equipping them with PPE and safety training, including driver safety programs
- adopting safe working environment for warehouse workers
- adopting contact-free delivery services or home delivery services
- developing guidance and communications campaigns on COVID-19 testing and surveillance for logistics and transportation workers
- developing waste management and safety practices for supply chain workers
- developing digital platforms that match supply to demand to deliver efficient and cost-effective logistics capabilities
- developing e-commerce logistics capabilities and online payments solutions

The funding is not only limited to the above.

Funding provided by PtD should not be used for general day-to-day running costs of your organization or loan repayments. We do encourage co-funding of existing projects if they fall within the criteria for this activity.

Proposals should include project team members that have a background and experience working in logistics and transportation in the healthcare sector. Project teams should have a good gender and age balance. Suggested team profile should include the following team member, at a minimum, if the bidder wishes to deploy more resources/profiles, proper justification and description of their engagement to the project must be given:

Team Lead: will be responsible for undertaking the management of the activity from start to finish, and in a timely and high-quality manner, as well as management of all communications and report drafting. Qualifications include:

1. Excellent report writing skills, analytical skills, as well as good computer skills;
 - a. Experience leading teams and team processes;
 - b. Excellent command in written and spoken English

D. Submission of Proposal

Interested organizations that meet the eligibility criteria are required provide a submission by completing and submitting the application template provided in Annex 1 and the information and supporting documents as indicated. RFPs must be submitted to UNICEF Supply Division **by 22 June 2020 midnight in Copenhagen.**

RFPs must include complete and accurate information. The RFP must include the following items and should follow the template provided in Annex 1:

- 1) **Mandatory criteria.**
 - a) Legally registered and have been operating for at least one year in sub-Saharan Africa (or have affiliates and project partners operating in sub-Saharan Africa).

- b) Specialized in transportation and logistics and be able to share examples of previous work in the areas of logistics and transportation for health products, medicines, equipment or materials related to healthcare, especially in the last mile.
 - c) Are currently providing support to the COVID-19 response in their communities.
- 2) **Eligibility criteria.** Explain how your organization fulfils the requirements for this activity.
- a) Have a proven track record for implementing projects that have delivered a significantly positive impact to local communities.
 - b) Organizations that are committed and willing to share best practices and lessons learned.
 - c) Are currently working with local national supply chain organizations or have worked with them in the past.
- 3) **Activity description.** Describe your proposed project and outline the activities you will undertake as part of your project, including the objectives of each activity.
- 4) **Provide justification for the funding of your activity.** Explain how the requested amount will help move the project forward, amplify impact and/or take it to scale.
- 5) **Implementation.** Explain how you plan to execute the activities in order to achieve your objectives, including the assumptions for achieving your objectives. Provide a workplan that includes timelines linked to your objectives.
- 6) **Sustainability.** Explain the measures will you put in place to ensure sustainability.
- 7) **Monitoring and evaluation plan.** Provide a brief monitoring and evaluation plan stating how you plan to measure the project objectives, outcomes and outputs, explaining how impact will be measured (grantees will need to select and measure output indicators which have been defined by PtD in Annex 2).

A response to this RFP does not automatically guarantee that the project will be selected.

UNICEF reserves the right to change or cancel the RFP at any time during the solicitation process.

E. Selection Process and Criteria

All submissions will be reviewed by a team of technical evaluators and will follow a four-tiered evaluation process. The first tier is a set of mandatory criteria that will need to be met. This is followed by a technical evaluation and a presentation (delivered remotely). The final tier is the financial evaluation. Only bidders that meet the mandatory evaluation criteria will be considered for the technical evaluation. The technical evaluators will score the submissions according to the table below. Only bidders that obtain 50 points and above will be considered for the stage of financial evaluation.

Mandatory Evaluation Criteria (Yes/No questions)

- 1) Is your company legally registered in sub-Saharan Africa? (Yes / No)
- 2) If No, do you have affiliates or project partners operating in sub-Saharan Africa? (Yes / No)
- 3) Have you been operating in sub-Saharan Africa for at least one year? (Yes / No)
- 4) Are you specialized in transportation and logistics for health products, medicines, equipment or materials related to healthcare? (Yes / No)
- 5) Are you providing support to the COVID-19 response in your communities? (Yes / No)

6) If No, are you planning to provide support to the COVID-19 response in your communities? (Yes / No)

Evaluation Criteria with the following weighting:

Technical Evaluation Criteria (70 points)	Points
Technical Desk Review (50 points)	
Proposal approach and methodology (25 points)	
Relevance – the extent to which the proposed activity aligns with the objectives and are consistent with PtD’s mandate and strategies	5
Logic – how the sequence of activities is linked logically to the results that the project is expected to achieve	5
Practicality – Ease of use, the proposed activities can be carried out and completed within the expected timelines and with the resources proposed. The approach would be replicable with only a few minor changes to the methodology.	5
Creativity – the proposed project aims to be original and innovative, and gain insight that previously was unattainable	5
Sustainability - the proposed project aligns with the larger mission and vision of the organization and has the potential to catalyze activities beyond the life of the project	5
Organization and Team Profile (25 points)	
The organization has a proven track record of implementing projects with demonstrable impact	15
Proposals should include project team members that have a background and experience working in logistics and transportation in the healthcare sector	5
Project teams should have a good gender and age balance	5
TOTAL TECHNICAL DESK REVIEW	50
Minimum technical desk review	40
Face-To-Face Presentation (20 points)	
The proposed project clearly addresses health supply chain needs related to COVID-19 response	5
The proposed project promotes and reinforces sustainable workforce development for health supply chain management	5
The proposed project includes a clear and realistic monitoring, evaluation, and learning plan to measure your project’s impact	5
The proposed project includes opportunities for (and a willingness to) share best practice and lessons learned	5
TOTAL FACE-TO-FACE PRESENTATION	20
Minimum face-to-face presentation	10
TOTAL TECHNICAL SCORE	70
Minimum technical required score	50

Financial Evaluation Criteria (30 Points)	Points
Budget	
Reasonableness and level of details of financial key assumptions in the budget	10
Alignment between budget ask and project goals and value for money	10
Estimated costs are based on real benchmarks of actual costs in the country/region	5
Most of the budget is allocated for activity/ programmatic costs	5
TOTAL FINANCIAL SCORE	30

The financial proposals should be provided only in Annex C Financial Proposal Form in an editable format (please do not send the file as PDF).

NO DETAILED PRICING INFORMATION SHOULD BE CONTAINED IN THE TECHNICAL PROPOSAL

F. Additional Information

Intellectual Property and Publication of Proposals

All responses to the RFP will be treated as having been submitted on a non-confidential basis whether such responses are marked or referred to by the Participant as being confidential. Neither PtD nor its affiliates will have a duty to treat the responses as confidential.

PtD will reserve the right to negotiate the terms of intellectual property to the business plan when commissioning the business plan as part of the RFP. Options for intellectual property to be considered include a) open source, b) the intellectual property will be with the organization, or c) the intellectual property will be with PtD. If PtD claims the intellectual property rights or requires an open source solution, this will follow standard UNICEF contracting procedures.

By making a submission to this RFP participant(s) are providing consent to PtD to publicly disclose their identity and publish part of submitted RFPs: The Idea, the Potential, Implementation, Costs, and Risks and/or a truncated version of these. Disclosure will not occur until the RFP has been fully completed, that is, all submissions have been evaluated, rejected or accepted. In addition, PtD will share submissions and corresponding winner information with the FIA Foundation, including any intellectual property created, developed or acquired by the winner which the FIA Foundation will use for internal and non-commercial purposes.

Correspondence

All correspondence throughout the RFP will be through email through the email address provided when responding to the RFP. Bidders are expected to follow the RFP instructions, as laid out in the RFP document. All proposals must be in the English language.

PtD makes no guarantee of an answer or a time in which an answer may be given. PtD reserves the right not to answer a question if an answer would give an unfair advantage to certain Participants.

If at any stage in the RFP a submitter cannot be traced or contacted after reasonable efforts have been made by the PtD, that submitter will forego the right to progress to the next stage of the RFP and PtD at its sole discretion may arrange for a replacement submitter to be selected.

G. Tentative Timeline

4 June 2020	RFP announcement and call for questions
22 June 2020	Deadline to respond to RFP and submit proposals
31 July 2020	Selection of short-listed proposals and invitation to present via video
14 August 2020	Selection of winning proposals and award of grants
28 August 2020	Final submission of workplan for implementation

H. Deliverables and payment terms

It is envisioned that the projects will be implemented over a six-month period. Successful organizations that are awarded a grant will report to the PtD Secretariat and submit the following deliverables.

#	Deliverable
1	Project Plan: 25% of the total amount will be disbursed upon receipt and approval
2	Mid-term monitoring and evaluation report: 50% of the total amount will be disbursed upon receipt and approval
3	Final monitoring and evaluation report: 25% of the total amount will be disbursed upon receipt and approval

Deliverables are expected to be submitted electronically.

Annex 1



People that Deliver Last Mile Health Supply Chain COVID-19 Support Program PROJECT PROPOSAL TEMPLATE

PROJECT TITLE	
Name of Organization	
Country of Operation	
Type of Organization	
Anticipated Project Start Date	
Amount Requested (Euros)	
Authorized Contact Person	
Contact Details (Telephone/Email/Skype)	
Postal Address	
Physical Address (if different)	

Mandatory Criteria

(Yes/No, please circle the correct answer)

1. Is your company legally registered in sub-Saharan Africa? (Yes / No)
2. If No, do you have affiliates or project partners operating in sub-Saharan Africa? (Yes / No)
3. Have you been operating in sub-Saharan Africa for at least one year? (Yes /No)
4. Are you specialized in transportation and logistics for health products, medicines, equipment or materials related to healthcare? (Yes / No)
5. Are you providing support to the COVID-19 response in your communities? (Yes / No)
6. If No, are you planning to provide support to the COVID-19 response in your communities? (Yes / No)

Eligibility Criteria

Briefly describe how you fulfil the eligibility criteria as stated in the Terms of Reference document (100 words). Please see Section D "Submission of Proposal." Include any relevant past work that demonstrates the capacity to successfully implement this project.

Project Description

Please describe your project (300 words). Outline what you want to do as part of your project and how it will improve availability of health products and equipment needed for the COVID-19 response. Projects with an emphasis on promoting and reinforcing sustainable workforce development (developing, recruiting, and retaining a competent supply chain workforce) will be given priority.

Tell Us More About Your Project

Why is your project needed? (300 words). Is there local support and what evidence have you gathered to corroborate this?

What impact will your project have?

Please develop a brief monitoring and evaluation plan stating how you plan to measure the project objectives, outcomes and outputs. Please expand this table if necessary. An overview of the objectives and suggested outputs can be found in Annex 2. Select one output indicator that is most related to your project's core activity.

Project Objectives/Outcomes	How will you know if this has been achieved?	Assumptions

How will you deliver your project?

How have you planned the design and implementation of your project? (300 words)

Project Delivery Plan Template

Key project Activities	Date 1	Date 2	Date 3	Date 4	Date 5	Date 6

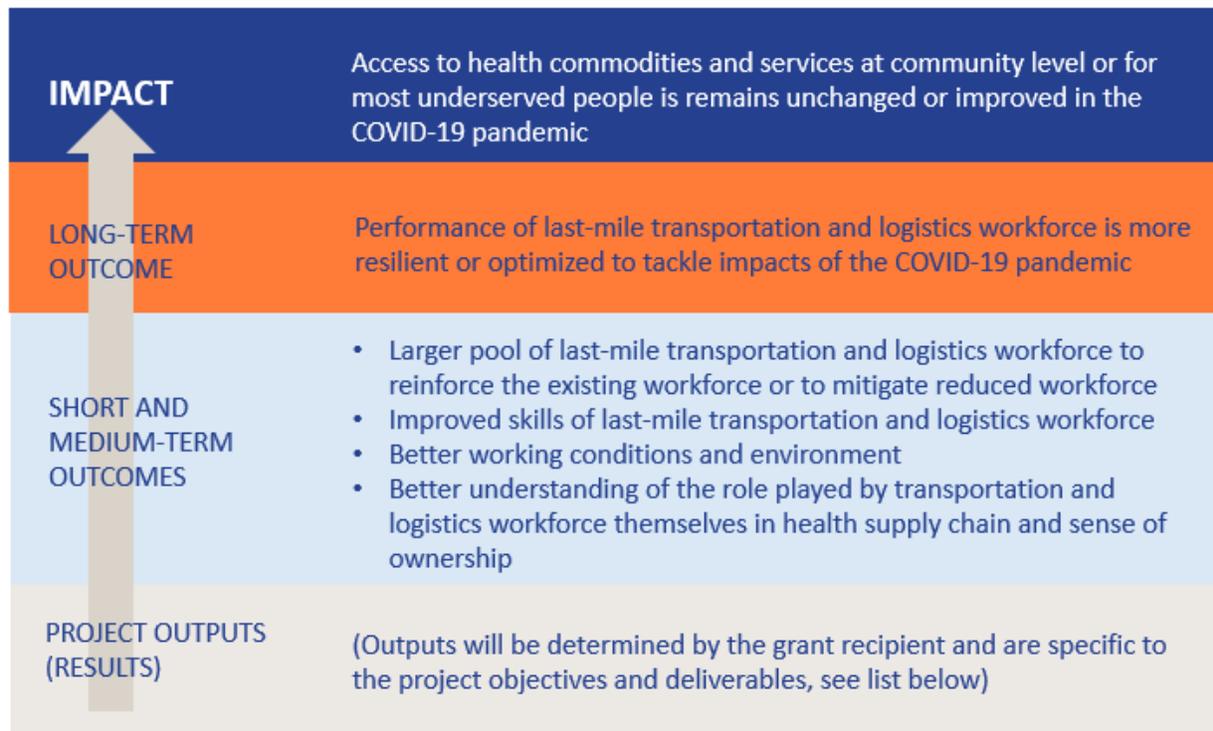
What will happen after this project ends?

How do you plan to maximize sustainability and what measures will be in place? (300 words)

Will you work with anyone else to make your project happen?
Who will be the key stakeholders and how will they be involved? (200 words)

Annex 2

Monitoring & Evaluation Framework



Suggested List of Outputs

Select one output indicator that is most related to your project's core activity.

Output	Indicator	Data Source
Increased number of last-mile transportation and logistics workforce	Number of last-mile transportation and logistics workforce (if possible, gender disaggregated)	Employment record
Increased awareness of last-mile transportation and logistics workforce and their roles	Number of awareness raising activities	Report from grant project manager
Education opportunities targeted last-mile transportation and logistics workforce	Number of education opportunities	Training report

Provide/renew training to improve technical competencies for last-mile transportation and logistics workforce	Percentage of test passed or training completed for new and current workforce	Training report
Provide/renew training to improve managerial competencies for last-mile transportation and logistics workforce	Percentage of test passed or training completed for new and current workforce	Training report
Occupational safety, tools, and equipment that support and protection of last-mile workforce	Number of transportation and logistics workforce reporting that measure as are in place to prevent further infection	Survey or interview with transport and logistics workforce
Motivation of health commodity transportation and logistics workforce is reinforced/identified	Transportation and logistics workforce understand and care about their role in health supply chain	Survey or interview with transport and logistics workforce
Evidence-based approach and innovative cases inform optimized and resilient last-mile transportation and logistics	Evidence, new approach, and best practices identified and disseminated	Research paper