

## Concept note

### **Review for Human resources, Managerial and Technical capacity for Expanded Programme on Immunization Management – Pakistan**

#### **Introduction and Back ground**

##### ***Expanded Programme on Immunization***

The Expanded Programme on Immunization (EPI) was started in Pakistan in 1978. EPI Pakistan aims at protecting children by immunizing them against Childhood Tuberculosis, Poliomyelitis, Diphtheria, Pertussis, Hepatitis B, Measles and infections by *Haemophilus influenza B* and Pneumococci. The program further protects newborn babies against Neonatal Tetanus and their mothers against tetanus by giving TT vaccine to all pregnant women. The programme objective is to reduce the mortality and morbidity resulting from EPI target diseases by immunizing children aged 0-11 months (around 6 million/year), providing Measles second dose in Yr 2 and immunizing pregnant women. In addition undertaking Supplemental Immunization Activities (SIAs) as and when needed.

Pakistan's immunization indicators are yet to reach the expected benchmark. The key goals of Polio Eradication, Measles and Neo-natal Tetanus elimination couldn't be achieved so far. The WHO/UNICEF estimates for coverage in 2015 for various antigens are as follows:

BCG	DPT1	DPT3	MCV1	MCV2	PCV3
85%	79%	72%	61%	53%	72%

There is a wide variation in the reported and estimated EPI coverage between provinces and districts.

EPI in Pakistan is coordinated at National level by Federal EPI cell under the Ministry of National Health Services, Regulation and Coordination (NHSRC). It is headed by National EPI manager

supported by a team of technical and administrative staff from government and seconded from development partners (WHO and UNICEF). The EPI at Provincial<sup>1</sup> and area<sup>2</sup> levels have Provincial/Area EPI cells under respective Department of Health and managed by Provincial/Area EPI managers and other staff. The EPI at district level is managed and supported by staff at district level and the EPI services are provided at Union council level through fixed centers and outreach vaccination sites.

## **Need for Human Resource Review for Managerial and Technical capacity for Pakistan EPI program**

EPI Pakistan faces number of challenges, ultimately leading to suboptimal performance of EPI at various levels despite availability of resources from partners and Government of Pakistan (both federal and provincial). Annual expenditure of EPI including vaccine cost is approximately US\$100 million. Though the program is more than 35 years old but over the period it has expanded in terms of volume of services and complexities. The target population has increased, new vaccines and equipment have been added but the HR structure of the program hasn't evolved accordingly.

One of the key problems identified through various program reviews, especially the GAVI Joint Appraisal (JA) 2015 and 2016 was that inadequate human resource in numbers/capacity at various levels i.e. National, Provincial and district to provide managerial and technical support to the programme to implement and monitor EPI activities.

## **Objectives**

As per the agreed deliverables of GAVI JA 2015, WHO in consultation with the Ministry of NHSRC and partners plans to undertake this assignment with the following objectives:

---

<sup>1</sup> Baluchistan, Khyber PuktunKhuwa, Punjab, Sindh

<sup>2</sup> Azad Jammu and Kashmir, Gilgit Baltistan, FATA

- To review the available human resource at National EPI Cell and the Four Provincial EPI Cells with regards to expected functions to fully implement the Comprehensive Multi Year Plan (cMYP) 2014-2018 and reach the set targets viz a viz:
  - Availability of adequate staff categories and adequate numbers considering:
    - Suitable Educational background
    - Suitable Experience
    - Reasonable work load of activities
    - Key activities/performance in last year
  - Motivational/De-motivational factors for the staff
- To provide a **plan** for strengthening of HR at National and four Provincial EPI offices.

## The process

The assignment would be conducted by a third party in close collaboration with WHO Country Office (CO). A competent third party with required capacity will be selected through a transparent competitive process to conduct the review exercise through,

- i. **Consultation** with
  - a. Management of the respective EPI program offices,
  - b. Respective ministry/department of health
  - c. Other stakeholders (immunization partners/donors, CSOs engaged in immunization service delivery, District health management and EPI focal persons etc.)
- ii. **Desk review** of documents e.g.
  - a. National EPI policy
  - b. Comprehensive Multi-Year Plan (cMYP)
  - c. Annual Plan of Action
  - d. Any other relevant document

## Terms of Reference

- i. Suggest appropriate organogram with required managerial and technical positions and support staff for each office according to their expected roles and responsibilities

- ii. Provide TOR with basic HR profile (academic qualification, experiences, skills required) and expected remuneration package for each position of the proposed organogram
- iii. Identify existing HR positions that fits with the proposed organogram
- iv. Indicate which existing positions are occupied
- v. Indicate which existing positions are not occupied
- vi. Specify training needs (if any) for each of the existing HR
- vii. Identify additional HR positions that are required but not available in the existing HR structure
- viii. Mapping existing HR support seconded to the EPI offices from the partner agencies and identify how best these assets can be sustained into the regular management structure according to need

## **The Deliverables**

1. A full report on the HR and Managerial Reform of EPI at Federal and each provincial EPI offices with clear recommendations and a plan of action listing the priority actions to be taken in the identified timelines.
2. A financial outlay /costing of the HR positions including the estimates for existing, new (both for occupied and vacant positions)
3. With regards to the deliverable on training needs, a plan should be provided with training costs and the availability of recommended capacity building courses

## **Bidding Requirements**

Eligibility criteria:

1. A recognized HR/management consultancy firm/company/institution
2. Have valid legal status (e.g. registered to the appropriate govt. regulatory body in Pakistan) to render such service.
3. At least 5 years of experience in relevant field or experience of conducting at least 3 similar reviews especially in public sector or UN/iNGO

Interested company/firms should submit the following as part of the proposal:

- Technical proposal: A detailed description of the methodology to be adopted and tools will be used for the review process with a description of how the exercise will be implemented at Federal and each of the four provincial (Punjab, Sindh, Khyber Pakhtunkhwa and Balochistan) EPI offices with number of persons to be involved and logistics plan.

- Profile of the company/firm: A general description of the competency of the company/firm, its structure, legal status with copy of the supporting document, past experience of undertaking similar exercise especially in public sector and UN/iNGOs, logistics and financial capacity and CV of key technical team members. A profile of clientele of the firm with type of service provided to be attached.
- Reasonable timeline: A timeline for implementation of the review process in Federal and four provincial offices with significant milestones to be submitted.
- Cost: A detailed budget should be presented in a separate envelope. Budgeting should be done in PAK rupees. The different expenditure heads are to be described in detail with rates for every unit cost.
- 'HR review for EPI Pakistan' to be written on the face of the envelope for submission of the proposal.