

APVAX STRATEGIC PROCUREMENT PLANNING

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A. SUMMARY OF PROCUREMENT STRATEGY

1. To effectively respond to the coronavirus diseases (COVID-19) pandemic in Afghanistan, the recommended procurement strategy involves engaging United Nations Children's Fund (UNICEF) as a turnkey procurement agent to handle all aspects of vaccine and ancillary item acquisition and delivery. UNICEF will also provide logistics and transportation services and support capacity strengthening. This will allow the Ministry of Public Health (MOPH) to focus on implementation activities for the vaccine and any site readiness requirements throughout the country, which is critically important to ensure the success of this project.
2. MOPH's Sehatmandi Coordination Office (SCO) will be strengthened under this grant and function as project management office (PMO), a construct which has proven effective under current COVID-19 emergency grant financing in Afghanistan. In addition, funding will also be provided to hire consultants to help in the implementation of the national vaccine program and firms will be engaged for auditing and waste management activities.
3. The main procurement packages under this project include:
 - (i) Vaccines in accordance with the vaccine eligibility requirements under the Asia Pacific Vaccine Access Facility (APVAX) policy. These vaccines will be procured by UNICEF through COVID-19 Vaccines Global Access (COVAX) or outside of COVAX¹.
 - (ii) Cold chain logistics from international vaccine manufacturers to final delivery locations in-country. This will include the national store in Kabul and regional and provincial centers as well as other designated points of delivery to support the overall COVID-19 vaccine rollout under the National Plan for COVID-19 Vaccination in Afghanistan (NPCVA), including for vaccines procured by other development partners. These services will be procured through UNICEF.
 - (iii) Supply of ancillary items that are complimentary to vaccine implementation (e.g. syringes, safety boxes, personal protective equipment [PPE], etc).
 - (iv) Strengthening the capacity of the MOPH to effectively and efficiently manage vaccine implementation, provided by UNICEF.
 - (v) Consultant recruitment by ADB for firms.
 - (vi) Consultant recruitment by MOPH for PIU resources.
4. This approach is considered optimal and represents value for money, as UNICEF is best positioned to manage the complexities of vaccine purchasing and the intricate logistics requirements for these temperature sensitive items. UNICEF also has established framework agreements in place for most of the ancillary items which are necessary to administer the vaccine. SCO will also provide the needed oversight activities, as they have done before for similar ADB financed activities. Due to urgency, MOPH will handle recruitment for the immediately required positions and ADB will recruit firms through Consultant Management System.
5. The recommended procurement strategy is focused on delivering quality vaccines in a risk-managed way, utilizing a trusted partner organization in UNICEF with the knowledge, capacity, experience, existing working relationship with government, and track-record to provide procurement services for this emergency. The total amount of funding requested through this grant is \$50 million and will be entirely under the Project Investment Component (PIC).

¹ Preference is to procure within COVAX, however option remains to procure outside of COVAX should lead-time improvements be significantly better through commercial arrangements.

B. STRATEGIC PROCUREMENT PLAN (SPP) DUE DILIGENCE

1. Operating Environment

6. COVID-19 has had a devastating impact on Afghanistan since the first case was identified in Herat province on 24 February 2020. As of 12 January 2021, the country has reported a total of 53,584 confirmed cases with total COVID-19 related deaths totaling 2,301. However, these numbers are believed to greatly understate the actual impact and infection rate as only 165,628 people out of a population of 36.7 million have been tested (well under 1%). The actual situation is thought to be far worse than the official numbers suggest.

a. Borrower Capacity and Capability Assessment

7. The Implementing Agency (IA) for this proposed project is the Ministry of Public Health (MOPH) of Afghanistan, an agency that ADB has been working with since April 2020 at the beginning of the COVID-19 outbreak under Emergency Assistance Grant (EAG) 0700 for the construction of hospitals and supply of medicines and medical equipment. MOPH has minimal experience and capacity undertaking procurement activities under ADB's Procurement Policy and has recently undergone significant changes in its leadership structure further impacting its ability to respond to the COVID-19 pandemic.

8. As a result of these capacity issues, ADB's initial COVID-19 EAG funding involved MOPH's Sehatmandi Coordination Office (SCO)² performing administration activities to ensure proper engagement with development partners, any third-party monitors (TPM), and ADB. The general construct under EAG 0700 has included involvement of UNICEF (as procurement agent & capacity development), WHO (capacity development), NDC (local SOE, responsible for construction of hospitals), and a TPM. SCO, which was initially created to support the World Bank Sehatmandi health project, has been integral in coordinating all of these activities; MOPH would be simply unable to undertake the activities under the current COVID-19 response on its own, and would be overwhelmed trying to additionally manage the intricacies of procuring the vaccines now required to address Afghanistan's significant outbreak³.

9. At the central level MOPH has some experience procuring medicines and equipment and does have a supplier base for locally available items within Afghanistan. Based on ADB's experience with MOPH procurement under EAG 0700, their activities tend to favor local trading companies who "do everything" and do not seem to attract larger, international distributors or manufacturers of supplies/equipment or pharmaceutical products. Of note, UNICEF handles all vaccine procurement and delivery (up to Kabul airport) under normal circumstances for the MOPH. In addition, the country's public health system is unusual in that for most provinces, nongovernment organizations (NGOs) are contracted by MOPH as service providers to provide a package of essential primary care and hospital services, meaning the normal approach to procurement is quite fragmented. The idea of MOPH directly procuring COVID-19 vaccines is impractical due to lack of procurement capacity, insufficient monitoring systems, lack of experience managing cold chains, lack of experience in multi-modal logistics, distribution oversight to final destination(s), and the robust reporting required by ADB.

10. The key risks associated with this project relate to (i) knowledge and capability to access the quickly evolving vaccine market, (ii) ensuring vaccines to be purchased meet ADB's APVAX policy eligibility criteria, (iii) management of temperature sensitive vaccines (in-transit and in-storage), (iv) product "leakage" within the supply chain from origin to final destination, and (v) administration of vaccines to ensure recipients are inoculated in the most efficient way.

² ADB funding under EAG 0700 included part funding of existing SCO positions as well as recruitment of new positions.

³ World Health Organization. [Coronavirus Disease Dashboard: Afghanistan](#).

11. To properly address these risks, MOPH requires a fully integrated procurement agent with access to vaccine manufacturers, access to international and domestic logistics service providers with sufficient cold chain equipment and experience, and significant oversight capability to handle the complex nature of COVID-19 vaccine procurement and distribution activities. In addition, MOPH will require a capable PMO, through the strengthening of SCO, to coordinate inputs and provide reporting and oversight of the procurement agent function.

Table 1. Strengths, Weaknesses, Opportunities, Threats

Strengths	Weaknesses
<ul style="list-style-type: none"> • National Expanded Program for Immunization (NEPI) in place • Needs assessment completed. • Sehatmandi Coordination Office (SCO) familiar with MOPH and available to support. • Significant development partner coordination for vaccine support (COVAX/GAVI, WB, ARTF, ADB, UNICEF, WHO). • Existing contract template already in use with UNICEF for procurement agent services. 	<ul style="list-style-type: none"> • Lack of ADB or MDB procurement experience and capacity within MOPH • Lack of cold chain management experience • Experience designing operational supply chain for vaccine import / storage / delivery. • Inventory systems / shelf-life management • Contracting experience for complex vaccines • Knowledge of quickly evolving vaccine landscape.
Opportunities	Threats
<ul style="list-style-type: none"> • UNICEF has worked closely with MOPH under COVID-19 ADB Emergency Grant, is familiar with the organization, and already handles routine vaccine procurement & delivery • Active Support from other key development partners: WHO, UNICEF, GAVI, World Bank, ARTF, ADB, EU, USAID • Strong sponsorship and support of vaccine program at highest level of government 	<ul style="list-style-type: none"> • Tenuous situation within ranks due to recent change in MOPH management. • Public concern with COVID-19 outbreak and need for solution can create reputational issues • Readiness to receive, store, and administer vaccinations at provincial and district levels threatens to undermine effectiveness. • Contracts for vaccines are heavily weighted in favor of manufacturers; buyers have poor negotiating positions

ADB = Asian Development Bank, ARTF= Afghanistan Reconstruction Trust Fund, COVAX = COVID-19 Vaccines Global Access Facility, COVID-19 = coronavirus disease, EU = European Union, GAVI = Gavi, the Vaccine Alliance, MDB = multilateral development bank, MOPH = Ministry of Public Health, UNICEF = United Nations Children's Fund, USAID = United States Agency for International Development, WB = World Bank, WHO = World Health Organization.

2. Market Analysis

12. The primary procurement requirements under this grant include the following:

- (i) Vaccines
- (ii) Logistics (international; domestic)
- (iii) Ancillary items for vaccine deployment (needles, syringes, safe boxes, etc.)

13. The supply markets for each of the above three areas are generally different, although all relatively challenged given (i) the general operational context and security environment of Afghanistan and (ii) broad supply constraints related to COVID-19.

14. **Vaccines.** ADB's APVAX financing facility requires vaccine candidates to meet several conditions to be eligible for expenditure.⁴ COVAX includes various vaccine manufacturers under their portfolio, each of which are in different stages of regulatory approval and have been produced using different technology platforms (such as mRNA, viral vector, virus, protein-based, etc).

⁴ ADB. 2020. [ADB's Support to Enhance COVID-19 Vaccine Access](#). Manila. (para. 29)

15. Practically speaking, in the context of Afghanistan an mRNA vaccine (e.g., Pfizer, Moderna) is not a practical solution for most of the country given the ultra-cold chain requirements for these vaccines (which can range between -40 to -70 degrees, depending on the manufacturer). While Afghanistan does have cold chain infrastructure, it is mostly centered in Kabul and a few of the larger population centers of the country and quite minimal in provincial areas. Other vaccine candidates with less sensitive temperature requirements (between 2 to 8 C) are more practical options to ensure minimal temperature excursions and should be prioritized for this grant.

16. **Logistics.** INCOTERMS from vaccine manufacturers are expected to be FCA or (at best) FOB to nearest airport. This means that the manufacturer will produce the export paperwork, handle export clearance, and package the goods for export, while the purchaser will take ownership of the goods at point of handover and be responsible for international transportation, insurance, import customs clearance, receipt, and distribution to final destination. Understanding that all of this must be under a strict temperature control regime adds to the complexity, as does the high level of “leakage” that can be expected when handling a product with such high demand and commercial interest.

17. The optimal logistics service provider for this project has (i) an international footprint to provide coverage at point of origin for the various potential vaccine candidates, (ii) experience handling cold chain products in multi-modal supply chains, (iii) actual experience in Afghanistan importing and transporting goods to various delivery points in the country, (iv) access to cold chain equipment in Afghanistan and (v) a risk appetite that would attract them to bid on a very complex project. Like vaccine procurement, it is highly unlikely that logistics firms would respond favorably to a request from MOPH to undertake this work.

18. **Ancillary items.** Vaccines alone without the required syringes, PPE, and safety disposal boxes will not meet the needs of MOPH or the inoculation requirements of Afghanistan. As such, a certain portion of financing will be needed to cover the costs of ancillary items. Fortunately, there are multiple manufacturers for such items and global supply chains have both recovered from the initial COVID-19 surge and have been operating at added capacity in anticipation of this current vaccine phase of the response.

19. **Turnkey Solution.** Given lack of MOPH capacity and experience procuring vaccines, the complexity of the procurement and logistics, and pandemic situation in Afghanistan, a full turnkey procurement agency solution must be considered to ensure ADB’s grant meets its intended purpose. While there are several potential options in this regard, none of them have the breadth of capability, knowledge of the vaccine environment, or relationships as UNICEF. As the sole procurement coordinator under COVAX, UNICEF is critically close to the quickly moving vaccine market and already has long term agreements in place for logistics service providers and many of the ancillary items required for a full scale vaccine program.

3. Risk Management

20. A Project Risk Assessment has been conducted to identify and assess the main areas of risk associated with the procurement and delivery of vaccines for Afghanistan. A detailed risk register is included as Appendix 2 to this SPP.

21. The following are the main risks identified with a brief narrative on the planned mitigation measures:

- (i) Prolonged review and decision-making process: this is a risk that must be accepted and minimized; advance discussions can take place between ADB, MOPH, National Procurement Authority, and National Procurement Commission to minimize any

- duplication in review timelines. The “One ADB” approach has already been implemented to streamline this important aspect of the grant.
- (ii) Vaccines not meeting APVAX qualification criteria: the vaccine market is constantly changing as new candidates move through different trial phases and gain approval by WHO, SRA, and other governing bodies. MOPH is not in a position to monitor this quickly evolving aspect of the project, and the recommendation is transferring this risk to a turnkey procurement agent (such as UNICEF) that fully understands these matters.
 - (iii) Vaccine lead-times: global demand is massive; demand far exceeds supply of approved vaccines. In this environment, entities with large buying power and relationships are best positioned to cope with demand fluctuations and try to control manufacturers to meet agreed lead-times. This risk is not one MOPH is positioned to manage; recommend risk be transferred to a qualified procurement agent (such as UNICEF).
 - (iv) Lack of program oversight burdens national vaccine plan: this risk must be accepted and is a tangential reason to engage a turnkey procurement agent to manage vaccine procurement and delivery. Doing so will allow MOPH to focus on site readiness at implementation locations.
 - (v) Cold chain integrity: ultimately, only vaccine candidates with less sensitive cold chain regimes should be procured under this grant. This approach is most conducive with the existing cold chain infrastructure in Afghanistan and limits the need for any single-use cold chain systems. Cold chain is a reality for this vaccine procurement and must be accepted, but complexity can be reduced by considering less volatile options. Additional operational measures can be implemented in-transit, as outline in the risk register.
 - (vi) Physical security: projects in Afghanistan carry inherent security related risks based on the unpredictable and quickly changing security conditions in the country. This cannot be avoided and must be accepted. Threat assessments can be carried out to identify delivery areas which are at particularly high risk. Also, shipments should be low profile to avoid unwanted attention. Use of UNICEF, who fall under the UN banner and have access to their security related information, could be seen as a benefit given the project environment.

4. Option Analysis

22. Considering the market conditions and potential solutions available to MOPH under this grant, the following options have been considered.

Ref	Description	Modality	F	S	A	Total	Narrative
1	Engage UNICEF as procurement agent for turnkey services	Direct Contracting	10	10	10	30	UNICEF has existing relationships across all major supply chains to quickly begin turnkey services needed by MOPH under this grant. They have performed similar work in Afghanistan and their position as the primary procurement coordinator for COVAX puts them very close to the market for critical vaccines. Along with LTAs in place for ancillary supplies and logistics, UNICEF has all of the existing capability to immediately begin providing these services. To offer flexibility to the Govt depending on how the vaccine supply market develops in the coming months, UNICEF can be used to procure vaccines within COVAX or outside of COVAX.
2	MOPH engages procurement agent(s) for turnkey services	OCB or LCB	5	8	6	19	MOPH could proceed on an OCB or LCB basis and attract other procurement agents (along with UNICEF) to provide a turnkey solution for this project. While doable, it will likely add a considerable amount of time to the acquisition process and may still result in the engagement of UNICEF. The reality is, very few (if any) procurement agencies are as well positioned as UNICEF with relationships with vaccine

							manufacturers and LTA holders to offer a complete solution. This approach would likely result in a fragmented solution with multiple procurement agents providing different areas of support, which would be costly compared with UNICEF as a turnkey provider.
3	MOPH manages procurement directly with various manufacturers	OCB or LCB	2	2	2	6	This option would require MOPH preparing multiple sets of bidding documents (vaccines, logistics, ancillary supplies) and trying to attract suppliers to engage bilaterally to support this project. It seems like an inefficient and ineffective way to proceed, given the massive imbalance in supply and demand and the lack of procurement capacity within MOPH for such an undertaking. This option represents significant performance risk and could undermine the achievement of Afghanistan's national vaccination plan.

Legend: F = Feasibility; S = Suitability; A = Acceptability

COVAX= COVID-19 Vaccines Global Access Facility, LCB = limited competitive bidding, LTA = long term agreement , MOPH = Ministry of Public Health, OCB = open competitive bidding, UNICEF = United Nations Children's Fund.

C. PROCUREMENT STRATEGY

23. The recommended procurement strategy is to engage UNICEF through COVAX on a Direct Contracting basis as a turnkey procurement agent for goods procurement under output 1 of this grant⁵. UNICEF's high-level scope would include:

- (i) sourcing vaccines from manufacturer(s) of vaccines eligible under APVAX financing,
- (ii) engaging with logistics service providers to provide cold chain transportation and import/export services from origin of goods to final destinations, and
- (iii) provision of ancillary goods needed for safe administration of vaccines.

24. For each of the three main procurement streams, UNICEF has the requisite experience, supplier relationships, and in many cases LTAs in place to enable them to move quickly when under contract. The review procedure will be Prior Review. UNICEF will be engaged under a similar contract type that is currently in use under the EAG, which is output-based wherein UNICEF is paid in advance and charges a fixed markup based upon actual costs incurred. The specifications of items and quantities to be procured will be provided by MOPH during contract implementation.

25. UNICEF is considered a partner organization to ADB and the bank enjoys a long-standing relationship with UNICEF across multiple countries in Asia. ADB has approved the use of UNICEF's Supply Manual and associated procurement rules in the implementation of ADB funded projects.

26. Under output 2, MOPH and SCO's implementation and administration capabilities will be strengthened through the recruitment of consultants using UNICEF or national systems due to the urgency associated with these positions⁶. Auditing firms will be engaged to assess implementation activities and a waste management firm will be engaged to ensure compliance with safe disposal standards for medical waste⁷.

27. The government's national vaccination allocation plan is well supported by various development partners, including COVAX/Gavi, the Vaccine Alliance, World Bank, Afghanistan Reconstruction Trust Fund (likely European Union, United States Agency for International Development), and others, with

⁵ All goods other than PIU furniture, which will be procured by the Govt through RFQ method

⁶ Individual consultants to be recruited through the Government's system, which is consistent with current activities of PIU staff in energy, transport, and agriculture and natural resource sectors. ADB staff will be involved in reviewing TORs, shortlisting, and interviewing candidates. ADB will also provide formal no objection before resulting contracts are signed.

⁷ Recruited through Consultant Management System.

different agencies responsible for financing different components of the plan.⁸ Aside from the work UNICEF would perform under this grant financing, it is envisioned that UNICEF will perform a similar role in support of procurement and logistics activities for other development partners. As such, ADB and SCO coordination will be important to minimize any overlaps in funding and ensure development partner activities are harmonized properly to deliver on the vaccination needs of Afghanistan.

28. As the sole procurement coordinator of COVAX, UNICEF is uniquely positioned to quickly take on this scope and provide procurement services in support of MOPH. This will allow MOPH to dedicate efforts on other critical areas of Afghanistan's national vaccine plan and allow a very experienced procurement partner to focus on delivering vaccines throughout the country.

⁸ Overview of development partner coordination activities included in Appendix 3.

PROCUREMENT PLAN

Basic Data

Project Name: COVID-19 Vaccine Support Project under the Asia Pacific Vaccine Access Facility		
Project Number: 55012-001	Approval Number:	
Country: Afghanistan, Islamic Republic of	Executing Agency: Ministry of Public Health	
Project Procurement Risk: Medium	Implementing Agency: N/A	
Project Financing Amount: US\$ 52,000,000 ADB Financing: US\$ 50,000,000 Cofinancing (ADB Administered): Non-ADB Financing: US\$ 2,000,000	Project Closing Date: 30 June 2023	
Date of First Procurement Plan: 16 March 2021	Date of this Procurement Plan: 16 March 2021	
Procurement Plan Duration (in months): 18	Advance Contracting: Yes	e-GP: Yes https://www.npa.gov.af/en/home

Methods, Review and Procurement Plan

1. Except as the Asian Development Bank (ADB) may otherwise agree, the following methods shall apply to procurement of goods, works, and consulting services.

Procurement of Goods and Works	
Method	Comments
Request For Quotation for Goods	PIU equipment and furniture
Direct Contracting for Goods	UNICEF - to procure and deliver the vaccines to designated points and provide transportation and logistics to designated point of delivery to and from Kabul to regional and other designated points to support the overall COVID-19 vaccine rollout under NPCVA. In addition, to recruit consultants for capacity strengthening of MOPH

Consulting Services	
Method	Comments
Consultant's Qualification Selection for Consulting Firm	performance and APFS auditors, and waste management
Direct Contracting for Consulting Firm	Single source selection to UNICEF for recruitment of consultants for capacity strengthening of MOPH
Competitive for Individual Consultant	for PIU and consultants - all national

Lists of Active Procurement Packages (Contracts)

2. The following table lists goods, works, non-consulting and consulting services contracts for which the procurement activity is either ongoing or expected to commence within the procurement plan duration.

Goods and Works							
Package Number	General Description	Estimated Value (in US\$)	Procurement Method	Review	Bidding Procedure	Advertisement Date (quarter/year)	Comments
G01	Procurement of COVID-19 vaccines, safety boxes, syringes and other related items and delivery to	41,000,000.00	DC	Prior		Q2 / 2021	Non-Consulting Services: No No. Of Contracts: 1 Advance

	designated points						<p>Contracting: Yes</p> <p>High Risk Contract: Yes</p> <p>e-GP: No</p> <p>Covid-19 Response? Yes</p> <p>Comments: UNICEF using direct contracting, through contracting template agreed between ADB, MoPH, and UNICEF</p>
G02	Transportation and logistics to designated point of delivery to support the overall COVID-19 vaccine rollout under NPCVA	2,000,000.00	DC	Prior		Q2 / 2021	<p>Non-Consulting Services: No</p> <p>No. Of Contracts: 1</p> <p>Advance Contracting: Yes</p> <p>High Risk Contract: Yes</p> <p>e-GP: No</p> <p>Covid-19 Response? Yes</p> <p>Comments: retroactive financing</p>
G03	PIU Furniture & Equipment	56,000.00	RFQ	Prior		Q2 / 2021	<p>Non-Consulting Services: No</p> <p>No. Of Contracts: 2</p> <p>Advance Contracting: No</p> <p>High Risk Contract: No</p> <p>e-GP: Yes</p> <p>e-GP Type: e-Publication</p> <p>Covid-19 Response? Yes</p>

	Lot 1: PIU/GCMU Furniture	20,000.00					Comments: multiple contracts
	Lot 2: PIU/GCMU Office equipment	36,000.00					

Consulting Services							
Package Number	General Description	Estimated Value (in US\$)	Selection Method	Review	Type of Proposal	Advertisement Date (quarter/year)	Comments
CS01	Single source selection to UNICEF for recruitment of consultants for capacity strengthening of MOPH	900,000.00	DC	Prior	STP	Q2 / 2021	Non-Consulting Services: No Type: Firm Assignment: National Advance Contracting: Yes e-GP: Yes e-GP Type: e-Publication Covid-19 Response? Yes Comments: Rules under UNICEF Human Resources Manual will be used for recruitment.
CS02	PIU Project coordinator/team leader	79,000.00	Competitive	Prior		Q2 / 2021	Non-Consulting Services: No Type: Individual Assignment: National Expertise: Coordination Advance Contracting: No e-GP: Yes e-GP Type: e-Publication

							<p>Covid-19 Response? Yes</p> <p>Comments: 19 person-months</p>
CS03	PIU Accountant Specialist	32,000.00	Competitive	Prior		Q2 / 2021	<p>Non-Consulting Services: No</p> <p>Type: Individual</p> <p>Assignment: National</p> <p>Expertise: Finance</p> <p>Advance Contracting: No</p> <p>e-GP: Yes</p> <p>e-GP Type: e-Publication</p> <p>Covid-19 Response? Yes</p> <p>Comments: 19 person-months</p>
CS04	PIU Contract Management Specialist	45,000.00	Competitive	Prior		Q2 / 2021	<p>Non-Consulting Services: No</p> <p>Type: Individual</p> <p>Assignment: National</p> <p>Expertise: Operations</p> <p>Advance Contracting: No</p> <p>e-GP: Yes</p> <p>e-GP Type: e-Publication</p> <p>Covid-19 Response? Yes</p> <p>Comments: 19 person-months</p>
CS05	PIU Environmental Safeguard Specialist	45,000.00	Competitive	Prior		Q2 / 2021	<p>Non-Consulting Services: No</p> <p>Type: Individual</p> <p>Assignment: National</p>

							<p>Expertise: Safeguards</p> <p>Advance Contracting: No</p> <p>e-GP: Yes</p> <p>e-GP Type: e-Publication</p> <p>Covid-19 Response? Yes</p> <p>Comments: 19 person-months</p>
CS06	PIU Financial Management Specialist	45,000.00	Competitive	Prior		Q2 / 2021	<p>Non-Consulting Services: No</p> <p>Type: Individual</p> <p>Assignment: National</p> <p>Expertise: Finance</p> <p>Advance Contracting: No</p> <p>e-GP: Yes</p> <p>e-GP Type: e-Publication</p> <p>Covid-19 Response? Yes</p> <p>Comments: 19 person-months</p>
CS07	PIU Monitoring and Evaluation Specialist	45,000.00	Competitive	Prior		Q2 / 2021	<p>Non-Consulting Services: No</p> <p>Type: Individual</p> <p>Assignment: National</p> <p>Expertise: M&E</p> <p>Advance Contracting: No</p> <p>e-GP: Yes</p> <p>e-GP Type: e-Publication</p> <p>Covid-19 Response? Yes</p> <p>Comments: 19</p>

CS08	PIU Procurement Specialist	45,000.00	Competitive	Prior		Q2 / 2021	person-months Non-Consulting Services: No Type: Individual Assignment: National Expertise: Procurement Advance Contracting: No e-GP: Yes e-GP Type: e-Publication Covid-19 Response? Yes Comments: 19 person-months
CS09	PIU Social Safeguard Specialist	45,000.00	Competitive	Prior		Q2 / 2021	Non-Consulting Services: No Type: Individual Assignment: National Expertise: Safeguards Advance Contracting: No e-GP: Yes e-GP Type: e-Publication Covid-19 Response? Yes Comments: 19 person-months
CS10	PIU Admin Specialist	32,000.00	Competitive	Prior		Q2 / 2021	Non-Consulting Services: No Type: Individual Assignment: National Expertise: Admin Advance Contracting: No

							<p>e-GP: Yes</p> <p>e-GP Type: e-Publication</p> <p>Covid-19 Response? Yes</p> <p>Comments: 19 person-months</p>
CS11	Gender Specialist	45,000.00	Competitive	Prior		Q2 / 2021	<p>Non-Consulting Services: No</p> <p>Type: Individual</p> <p>Assignment: National</p> <p>Expertise: Gender</p> <p>Advance Contracting: No</p> <p>e-GP: Yes</p> <p>e-GP Type: e-Publication</p> <p>Covid-19 Response? Yes</p> <p>Comments: 19 person-months</p>
CS12	National coordinator for introduction of COVID-19 vaccine	24,000.00	Competitive	Prior		Q2 / 2021	<p>Non-Consulting Services: No</p> <p>Type: Individual</p> <p>Assignment: National</p> <p>Expertise: Coordinator</p> <p>Advance Contracting: Yes</p> <p>e-GP: Yes</p> <p>e-GP Type: e-Publication</p> <p>Covid-19 Response? Yes</p> <p>Comments: 19 person-months; retroactive financing</p>

CS13	National planning specialist for introduction of COVID-19 vaccine	24,000.00	Competitive	Prior		Q2 / 2021	<p>Non-Consulting Services: No</p> <p>Type: Individual</p> <p>Assignment: National</p> <p>Expertise: Planning</p> <p>Advance Contracting: Yes</p> <p>e-GP: Yes</p> <p>e-GP Type: e-Publication</p> <p>Covid-19 Response? Yes</p> <p>Comments: 19 person-months; retroactive financing</p>
CS14	4 Regional Coordinators at the regional DoPH departments	70,000.00	Competitive	Prior		Q2 / 2021	<p>Non-Consulting Services: No</p> <p>Type: Individual</p> <p>Assignment: National</p> <p>Expertise: Regional Coordinators</p> <p>Advance Contracting: Yes</p> <p>e-GP: Yes</p> <p>e-GP Type: e-Publication</p> <p>Covid-19 Response? Yes</p> <p>Comments: 19 person-months; retroactive financing</p>
CS15	National Communication Specialist at MoPH	24,000.00	Competitive	Prior		Q2 / 2021	<p>Non-Consulting Services: No</p> <p>Type: Individual</p> <p>Assignment: National</p>

							<p>Expertise: Communication</p> <p>Advance Contracting: Yes</p> <p>e-GP: Yes</p> <p>e-GP Type: e-Publication</p> <p>Covid-19 Response? Yes</p> <p>Comments: 19 person-months each; retroactive financing</p>
CS16	7 Provincial COVID-19 vaccine focal points	70,000.00	Competitive	Prior		Q2 / 2021	<p>Non-Consulting Services: No</p> <p>Type: Individual</p> <p>Assignment: National</p> <p>Expertise: Provincial Focal</p> <p>Advance Contracting: Yes</p> <p>e-GP: Yes</p> <p>e-GP Type: e-Publication</p> <p>Covid-19 Response? Yes</p> <p>Comments: 19 person-months each; retroactive financing</p>
CS17	Research Assistants	50,000.00	Competitive	Prior		Q3 / 2021	<p>Non-Consulting Services: No</p> <p>Type: Individual</p> <p>Assignment: National</p> <p>Expertise: Operations</p> <p>Advance Contracting: No</p> <p>e-GP: Yes</p>

							<p>e-GP Type: e-Publication</p> <p>Covid-19 Response? Yes</p> <p>Comments: 12 person-months each</p>
CS18	Performance auditor	156,000.00	CQS	Prior	BTP	Q3 / 2021	<p>Non-Consulting Services: Yes</p> <p>Type: Firm</p> <p>Assignment: National</p> <p>Advance Contracting: No</p> <p>e-GP: Yes</p> <p>e-GP Type: e-Publication</p> <p>Covid-19 Response? Yes</p>
CS19	Project financial statement auditor	73,000.00	CQS	Prior	BTP	Q3 / 2021	<p>Non-Consulting Services: Yes</p> <p>Type: Firm</p> <p>Assignment: National</p> <p>Advance Contracting: No</p> <p>e-GP: Yes</p> <p>e-GP Type: e-Publication</p> <p>Covid-19 Response? Yes</p>
CS20	Waste management firm	52,000.00	CQS	Prior	BTP	Q3 / 2021	<p>Non-Consulting Services: Yes</p> <p>Type: Firm</p> <p>Assignment: National</p> <p>Advance Contracting: No</p> <p>e-GP: Yes</p>

							e-GP Type: e-Publication Covid-19 Response? Yes
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List of Indicative Packages (Contracts) Required Under the Project

3. The following table lists goods, works, non-consulting and consulting services contracts for which procurement activity is expected to commence beyond the procurement plan duration and over the life of the project (i.e., those expected beyond the current procurement plan duration).

Goods and Works						
Package Number	General Description	Estimated Value (in US\$)	Procurement Method	Review	Bidding Procedure	Comments
None						

Consulting Services						
Package Number	General Description	Estimated Value (in US\$)	Selection Method	Review	Type of Proposal	Comments
None						

Risk Register¹

Risk Ref.	Risk Description	Likelihood (L) (1-5)	Impact (I) (1-5)	Risk Score (L x I)	Risk Strategy	Proposed Mitigation	Risk Owner
1	Prolonged decision-making process undermines national vaccine plan	3	4	12	Accept / Minimize	Prior engagement with likely partners (e.g. UNICEF and SCO); parallel discussions with ADB management on implementation strategy; early engagement with NPA and NPC to streamline Afghan approvals	EA / ADB
2	Vaccines not meeting APVAX qualification criteria	2	5	10	Accept / Transfer	Use of experienced procurement agent with understanding of APVAX criteria; education by ADB project leads on qualification requirements.	EA
3	Vaccine lead-times too long and undermine national vaccine plan	4	4	16	Accept / Transfer	Use of experienced procurement agent with existing relationships with vaccine manufacturers and experience handling logistics in Afghanistan.	EA
4	Lack of oversight burdens project implementation timelines and undermines national vaccine plan	3	4	12	Accept / Transfer	Engage PMO entity (such as SCO) to add capacity to MOPH	EA
5	Cold chain integrity - prolonged incursions outside of temperature regime will drastically reduce vaccine efficacy	3	5	15	Accept / Minimize	Insist on less temperature sensitive vaccine. Use of tri-wall boxes and dry ice for air cargo with replenishment plan in transit. Use of TMDs when required. Refrigerated storage and trucking within Afghanistan with backup generators	EA
6	Site readiness for final delivery locations; sufficient receiving and storage capability required at final sites	4	4	16	Accept / Minimize	MOPH to focus on this critical aspect of national vaccine strategy - it's implementation. Site surveys can be conducted leading up to delivery of vaccines at provincial and district level.	EA
7	Theft / shrinkage of product in-transit	3	2	6	Accept / Minimize	Ensure product remains in custody and control of procurement agent (i.e. UNICEF) for as far as possible in supply chain; some degree of shrinkage is inevitable at provincial and district level. Keep low profile on shipments to avoid unwanted attention; consider use of sealants/tapes that cannot be replaced; cargo insurance	EA
8	Physical security	3	5	15	Accept	The operating environment in Afghanistan is inherently high risk and security threats are prevalent throughout the country. Consider security risk assessments for deliveries to higher risk areas of the country. Use of armed security in transit, if/when necessary. Cargo insurance.	EA

¹ Refer to the ADB Guidance Note on Procurement Risk Framework for further information (Available at <https://www.adb.org/documents/procurement-risk-framework>)

Development Partner Coordination

FINANCING NEEDS



Coordination/Governance

- Overall efforts guided by the President
- MOPH as the lead agency
- Oversight committee chaired by MOPH and attended by donors at management level
- Technical committee chaired by MOPH technical experts and attended by donors at technical level
- Coordination among donors: 5+4+3 organized by United Nations Assistance Mission in Afghanistan (UNAMA); World Bank-led meetings with ADB, UNICEF, WHO; ADB bilateral meetings with World Bank, UNICEF, etc.

In-kind contributions

- 500,000 doses of AstraZeneca/SII's COVID-19 vaccine from the Government of India, produced by the Serum Institute of India (SII) – to be deployed after WHO Emergency Use Listing (EUL), which should be officially finalized in February
- Government of People's Republic of China pledged 200,000 doses of the vaccine

Positive List under Project Investment Component (PIC)

Description	Comments
Vaccines	Procured under UNICEF Supply Manual; Must comply with qualification requirements per APVAX policy paper ¹⁰
Syringes	Procured under UNICEF Supply Manual; likely LTA(s) already in place; specs to be defined by MOPH
Safety boxes	Procured under UNICEF Supply Manual; likely LTA(s) already in place; specs to be defined by MOPH
Personal Protective Equipment (PPE)	Procured under UNICEF Supply Manual; likely LTA(s) already in place; specs to be defined by MOPH
Other ancillary items for vaccine administration	Procured under UNICEF Supply Manual; likely LTA(s) already in place; specs to be defined by MOPH. Items must be integral to Government's vaccine program
Multi-modal logistics (cold chain & ambient)	Procured under UNICEF Supply Manual; logistics from origin of goods to delivery locations (regional or provincial sites); logistics services for vaccines procured by others can also be performed to points designed by MOPH including final delivery points.
Capacity Strengthening	Single-source selection to UNICEF
Consulting services (capacity building & strengthening for MOPH)	As per the requirements of MOPH to enhance implementation capacity; recruitment can be handled through Govt system directly or through UNICEF for individual consultants, recruitment through CMS and per Procurement Regulations for ADB Borrowers (2017, as amended from time to time) for firms.
Office furniture and equipment for PIU	Procured through RFQ method using local sources in Afghanistan under ADB Procurement Regulations for ADB Borrowers (2017, as amended from time to time)

The above list of items is currently envisioned under PIC financing. MOPH to consult with ADB to identify the areas of support required for capacity building and strengthening. For goods procurement, ADB will rely on MOPH and their SCO to ensure minimal overlap or redundancy in goods procurement.

¹⁰ As per para 29 of the Policy Paper [ADB's Support to Enhance COVID-19 Vaccine Access](#)