

UNICEF Terms of Reference (TOR) for LTA

PROJECT/ASSIGNMENT TITLE: Long Term Agreement for provision of Digital Transformation for Health – Assessment, Planning, Costing, Guideline, Strategy and Roadmap Development

WORKPLAN CODE NUMBER:

Specific Intervention Code:

Activity: Digital Transformation for Health – Assessment, Planning, Costing, Guideline, Strategy and Roadmap Development

Digital health interventions using technology such as smart phones, websites, applications, telemedicine, have shown to improve the efficiency, effectiveness, accessibility of healthcare delivery around the globe. These interventions have been utilized in all aspects of healthcare, from, safe documentation of individual health records, promoting healthy behavior through social behavior change (SBC) e- messages, tracking and monitoring a patient's health status to improve the health outcomes of communities.

Various Ministries of Health (MOH), as part of their national health strategies, have emphasized the necessity of digitalizing the health system to assist in evidence-based decision making, avoid duplication of health services by different partners, increase utilization, monitor patients and national health indicators, and promote transparency and accountability. To push forward this agenda, UNICEF seeks to partner with governments in the region to embark on the process of developing national strategies on digital health and roadmap to ensure all health-related partners are aligned to a similar vision.

General Conditions

- a. Due the variations in scopes and needs; the contractor will be requested; before the initiation of a contract; to submit a brief proposal describing the process of conducting the required tasks and available expertise.
- b. The contractor will ensure as much as possible gender balance with the deployments of its team working on the requested tasks.
- c. The pricing should be calculated based on the annexed tabulation to this TOR.
- d. The contractor team should be able to work using English, local, and other UN recognized languages.
- e. Having a Long-Term Agreement is not considered at any point a promise for signing contracts with UNICEF.
- f. All data and information collected and synthesized under this agreement remains the sole property of UNICEF.

Management and Financial Arrangements

- a. The LTA will be managed by the Health Section at UNICEF. The LTA manager will manage all communications, in turn, the contractor is expected to assign a communication focal point. A specific staff member from UNICEF will be assigned to manage each contract issued under this LTA.
- b. The contractor will commit to provide revisions based on provided feedback from UNICEF.
- c. The payment schedule will be agreed on before the signature of each individual contract based on deliverables, on a basis that UNICEF cannot proceed with the first payment until at least one deliverable is submitted and accepted.

Key tasks and deliverables

The expected outputs and actual deliverables will be defined for each activity separately at the time of a specific assignment agreed in the Contract. Despite this broad statement, bidders can expect deliverables to include inception reports, field debriefs, full reports, presentations, and others. The contractor may be asked to conduct digital readiness and maturity assessments, facilitate convergence or other strategic planning workshops, support costing and prioritization, advise on standards and enterprise architecture, and / or formulate a comprehensive national digital health strategy, coasted roadmap, or blueprint architecture with the aim of establishing a unified vision and framework for digital health, ensuring harmonious collaboration among all stakeholders involved.

The LTA holders should ensure high quality of work and strong synergies with UNICEF during the implementation of the project. Meetings with UNICEF prior and during implementation of any contract under this LTA should be expected. Sub-contracting for specific tasks is conditional to UNICEF approval.

The LTA holder may take lead in developing and designing of

1. Digital Readiness and Maturity Assessments, and Digital Ecosystem Mapping.
2. Analysis and recommendations for digital health legislation, policy, and compliance components required to develop and operate national digital health environment.
3. Analysis and recommendations for digital health workforce components required to develop, operate, and support the national digital health environment, as well as sub-national implementation.

4. Meetings or workshops aimed at creating a government-led vision, agreement on priorities, and alignment of support. This may include using the Convergence Toolkit methodology or leverage other UNICEF and WHO approved Digital Transformation tools and approaches.
5. A digital health strategy for the country
6. A national digital health roadmap focused on the agreed priority areas and recommendations with prioritized list of actions for short-, medium- and long-term goals. In addition to an evaluation framework. In addition to the enabling environment that roadmap would include recommendation for the technical architecture, infrastructure, policy shifts, and use of standards and outline of operational support requirements to sustain solution and provide continuity despite defined constraints. (People, Processes and Systems)
7. A costed investment plan based on the approved digital health strategy for the country with identified funding contributions, gaps, and stakeholders.

To ensure the set outputs are achieved the LTA holder will need to carry out a range of services, which may include but are not limited to:

1. Conducting desk reviews, digital health national assessments
 - Engaging relevant stakeholders to gather ideas and get the general outlook, and priority areas of digital health of the country.
 - Reviewing existing national policies, strategies, national plans and budgets, related documents, and literature on the current landscape in primary health care, digital health, and multi-sectoral digital transformation in the country.
 - Conduct current state assessment including digital environment maturity assessment, readiness to implement a digital health strategy, digital health platforms and information systems, and stakeholder mapping and benchmarking in alignment with global best practices using WHO/UNICEF approved tools and frameworks¹.
 - Review, validate and analyze the digital readiness and maturity in relation to future investments and implementation of a digital health roadmap by benchmarking the status, enabling environment and setting/monitoring targets.
2. Facilitating a series of digital health workshops
 - Develop or modify workshop manuals including the discussion guide, objectives, and expected outcomes.
 - In partnership with UNICEF, advise and where appropriate support the administrative and logistical tasks of planning and organizing the workshops.
 - Develop a workshop report highlighting the opportunities, challenges, recommendations, and insights from the stakeholders.
3. Advocacy
 - Promote and define the country's digital health enabling environment level of maturity and readiness to deploy data-driven digital health interventions at scale, along with relevant milestones to track progress and move forward with additional initiatives.

¹ These include the WHO-ITU National eHealth Strategy Toolkit, the Global Digital Health Monitor, the WHO Digital Clearing House and SMART Guidelines, the WHO Digital Health Competency Framework, the WHO Digital Implementation Investment Guide, the Digital Health Convergence Meeting Toolkit, as well as other tools being developed for the Global Initiative on Digital Health Digital Transformation Toolbox.

- Promote, advocate, and advise on the digital health legislation, policy, and compliance components that are required to support the development and operation of the national digital health environment.
- Promote, advocate, and develop standards for digital health governance, enterprise architecture, information exchange and system interoperability
- Promote, advocate, and develop standards for digital health human resource capacity, including within national structures, facility-based staff, and frontline health workers.
- Develop a comprehensive, costed digital health interventions advocacy strategy for the country aligned to donors and partners priority areas, to be used in resource mobilization and leverage among global digital health partners and donors.

As part of the contract, the LTA holder is also expected to submit the following:

1. An inception report that details the timeline activities facilitated including recommendations for delivering on the country specific TOR, as well as plans for country and partner engagement. The report may include desk review findings on the current landscape of digital health, assessment frameworks to be used, list of key stakeholders.
2. A report highlighting the results of the digital environment maturity assessment, and digital health platform mapping with identification of gaps and challenges, benchmarking and proposed mitigation measures based on global best practices.
3. Presentation of findings and recommendations to UNICEF and/or to a public audience or other relevant stakeholders.
4. End of consultancy report including achievements, challenges, and way forward

Deliverables are subject to UNICEF quality assurance before being accepted. The LTA holder agrees to work with UNICEF through all stages of the quality assurance to ensure the quality.

UNICEF encourages the following types of organizations to bid.

Reputable consulting companies with expertise in the field of public health, particularly focusing on digital health and transformation.

Mandatory Qualification Requirements:

UNICEF is looking to contract a reputable institution with a team leader possessing extensive expertise in national-level digital transformation. Additionally, the institution should have a team of experts who meet the following qualifications:

- At least 15 years of professional experience.
- Proven experience facilitating national discussions and dialogues, including planning, prioritization, and costing.
- Experience designing and supporting digital health and digital transformation projects with Government (esp. Ministries of Health, Ministries of ICT, etc).
- Proven experience deploying UN Digital Health Assessment and Planning tools, including eHealth Strategy Toolkit, Convergence Workshops, GDHM, and the WHO DIIG.
- Proven experience with global health standards (ICD11, IHE, FHIR, etc), ICTD and security standards, reference health architectures (ie OpenHIE)
- Proven experience in the Digital Health field – especially on the design, architecture and deployment of digital health and information systems solutions, such as decision support and client communication tools, including adoption of key health standards and reference architectures where relevant.
- Significant experience in providing technical assistance and thought leadership surrounding the design and implementation of digital health for system strengthening.

- Knowledge and experience in community health/primary health care programmes is essential.
- Significant experience with project management and proven ability to translate complex ideas from various areas into unified, clear guidance is a must.
- Advanced degree in Public health, Digital Health, Information Systems, or Information Communication Technologies with related practical experience.
- MUST be fluent in English, highly recommended communicating in the local or any other recognized UN languages

Additional Experience and Knowledge Desired:

- Certifications in FHIR, OpenHIE, TOGAF and / or COBIT5
- Experience working in, designing, or deploying digital health solutions in/for low-resource settings.
- Extensive experience working with the digital health community.
- Expertise in public health programming, particularly in the areas of strategy and policy formulation within the realm of digital health.
- Extensive background in the field of public health, both at the national and regional levels.
- Knowledge and experience with DHIS2, OpenMRS, RapidPRO, iHRIS, MoTECH, CommCare, OpenSRP, etc.
- Knowledge and experience with Digital Public Infrastructure, including Identify Management, Unified Payment Platforms, etc.
- Experience with emerging technologies, such as Big Data, Artificial Intelligence / Machine Learning, Internet of Things (IOTs), and Data Visualization / Analytics.
- Experience with processing large amount of information and synthesizing it
- Ability to work in a team and in a diverse work environment.
- Excellent written and verbal communication skills.
- Experience in the country / regions, and national languages, of focus.
- Knowledge of United Nations – particularly UNICEF – processes and work streams is an asset.

Profile of the company to be submitted together with CVs and educational degrees of the core team members.

Evaluation process of the bids:

The bids will be evaluated based on this criteria. Technical evaluation will contribute 70% while Financial proposals will contribute 30%. Financial proposal should use the formart in Annex 1.

Evaluation criteria		
Criteria	Marks	Benchmarks
Overall concord between the request for proposals and the submission, with clear methodology and approach based on understanding of UNICEF requirements.	10	<ol style="list-style-type: none"> 1. Briefly outline the proposed methodology for the assignment (8 points) 2. Specific timeline vis a vis the assignment deliverables (2 points)
Expertise of the company in working on large scale projects related to health information systems.	35	<ol style="list-style-type: none"> 1. Project management expertise: including experience in managing large scale and complex projects (3.5 points per project) 2. Health System and Health Data Governance Expertise: Strong understanding of health systems, including governance, enterprise planning, health information exchanges and reference architectures (2 points per project) 3. Experience using UNICEF and WHO recommended toolkits and processes (2 points) 4. Digital health and health information systems expertise including design, and implementation (5 points per project) 5. Costing of digital health and information systems, and associated activities expertise (5 points per project)
Evaluation expertise including experience in designing and conducting evaluations on digital health systems	10	Provide reports of previous HIS evaluation assignments in the mentioned field (5 points per report)
Experience and expertise in working closely with the MoPH and UN agencies or similar large-scale organizations	15	Proof of institution personnel technical expertise in areas such as strategy development, health systems, public health, primary healthcare, health system architecture, software development, data base design, data management and data analysis, visualization cyber security (5 points for every relevant CV, (max 15 points)
Total	70	

Passing score for technical evaluation is 49 points.

Timing/Duration of LTA: Three years renewable for one additional year based on office need, market price and satisfactory performance.

Duty Station: Lebanon Country Office

ANNEX 1 - Financial table for the LTA TOR

Team	Method of pricing	Price in USD
Digital Transformation Expert- Team Lead	<i>per day</i>	
Workshop Facilitator	<i>per day</i>	
Digital Health Analyst	<i>per day</i>	
Digital Health Architect	<i>per day</i>	
Health Economist	<i>per day</i>	
Documentation and Reporting Officer	<i>per page</i>	
Translators	<i>per day/per person</i>	