CONSULTANCY

Initial Terms of Reference

This consultancy is requested by:

<table>
<thead>
<tr>
<th>Unit:</th>
<th>Health Systems Research</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department:</td>
<td>Universal Health Coverage and Health Systems</td>
</tr>
</tbody>
</table>

1. **Purpose of the Consultancy**
   The purpose of the consultancy is to manage a portfolio of initiatives to catalyse research that is embedded within health systems and processes, namely the Decision-Maker Led Implementation Research (DELIR), Strengthening Capacity through Implementation Research (SCAPIR), and Embedded Implementation Research Course for Decision-Makers and Implementers at the Alliance for Health Policy and Systems Research. The consultant will also provide technical contribution and input to the Improving Programme Implementation through Embedded Research (IPIER) initiative as well as the Embedded Health Systems Research Framework.

2. **Background**
   The Alliance for Health Policy and Systems Research (hereafter referred to as the Alliance) is an international partnership hosted within the World Health Organization with the aim of promoting the generation and use of health policy and systems research to strengthen health systems in low- and middle-income countries. Since 2012, the World Health Organization has called for greater embedding of health policy and systems research through its inaugural strategy on health policy and systems research entitled Changing Mindsets, as well as the release of the 2013 World Health Report on Research for Universal Health Coverage. Embedding is an approach to health policy and systems research, including implementation research, in which research is carried out as an integrated activity within health systems and processes. Thus, the research that is generated through the embedded approach is demand-driven, relevant, and actionable. As the entity within the World Health Organization with the mandate to promote health policy and systems research, the Alliance has championed and pioneered the embedded approach through the release of multiple advocacy papers published in high-impact journals, such as the Bulletin of the World Health Organization. The Alliance has also directly supported a portfolio of initiatives to catalyze the embedding of research within health systems and processes.

Three of these initiatives are the Decision-Maker Led Implementation Research (DELIR), Strengthening Capacity for Implementation Research (SCAPIR), and Embedded Implementation Research Course for Decision-Makers and Implementers. The DELIR initiative is being implemented in collaboration with UNICEF and more recently Gavi - the Vaccine Alliance and has supported a total of 23 embedded implementation research projects, the majority on immunization programmes, through three calls in 2014, 2015, and 2016. Eight of the projects are currently ongoing and six have recently completed. The remaining nine were completed in prior years. The Alliance is planning to carry out an evaluation and publish a journal supplement on the projects. As such, the Alliance needs a consultant to manage the eight ongoing projects, organize and facilitate the Data Analysis and Dissemination Workshop, and coordinate the activities for the evaluation and journal supplement to demonstrate the impact of the Alliance’s investments in this initiative.

The SCAPIR initiative provides technical and financial support to six regional academic and teaching institutions to manage their own embedded implementation research portfolios, specifically to carry out a protocol development workshop, issue a call for research, provide technical support to projects, and organize a data analysis and dissemination workshop. The 33 implementation research projects supported under this initiative are coming to an end shortly. The institutions were also tasked with developing a case study to highlight an exemplary project or document their own experience managing an embedded implementation research portfolio at their institution. This will require a consultant to manage the
institutions and contribute to the conceptualization and development of the case studies to ensure that they demonstrate a meaningful aspect of embedded research, are of high quality, and engaging for audiences to read. These case studies will be compiled in a compendium to be used by the Alliance to promote their investment in strengthening the institutional capacity for embedded research.

The Embedded Implementation Research Course for Decision-Makers and Implementers is an initiative by the Alliance to develop a course on embedded implementation research that is targeted at decision-makers and implementers as a global public good. There has been increasing interest from partners and stakeholders, including UNICEF, Gavi, the Doris Duke Charitable Foundation, and Ministries of Health in countries such as Pakistan, Ghana, Nigeria, South Africa to embed implementation research within programmes. To enable these efforts and support the scale up of embedded implementation research, a professional course is needed. The purpose of the course would be to provide an orientation to implementation research for decision-makers to inform the design and application of research to improve implementation. The target audience would be organizations or individuals looking to embed implementation research within programmes. The course would consist of short sessions organized into modules that could be flexibly combined depending on the objectives and needs of the audience. The Alliance has already developed a significant amount of training material as part of its decision-maker led initiatives. The Alliance needs a consultant to manage the compilation and development of this training material into a professional course.

The IPIER initiative is being carried out in partnership with the WHO regional offices of the Pan-American Health Organization (PAHO) and Eastern Mediterranean Regional Office. Through this initiative, the Alliance has supported a total of 27 projects through three calls for research in 2014, 2015, and 2016. The Alliance and PAHO are also planning to launch another call in 2018, including both a protocol development and data analysis and dissemination workshops. A consultant is needed to support the organization and facilitation of the workshop to build the capacity of grantees in embedded health systems research, as well as contribute to technical documents and manuscripts that further the conceptualization of embedded health systems research. The Alliance is also engaged in the development of a Framework for Embedded Health Systems Research and will need a consultant to provide technical input as a co-author of this work.

3. Planned timelines (subject to confirmation)
Start date: 15/02/2018
End date: 31/06/2019

4. Work to be performed

Output 1: To manage the Decision-Maker Led Implementation Research (DELIR) initiative by June 2019.

Deliverable 1.1: To organize a Data Analysis and Dissemination Workshop by April 2018.
Organization of the workshop involves developing the content for the workshop and producing training materials, including presentations, worksheets and templates, for use by the research teams to strengthen their capacity in data analysis, research dissemination and implementation strategies. The consultant will also be engaged to facilitate the workshop. These activities will be carried out in collaboration with members of the Alliance Secretariat and UNICEF.

Deliverable 1.2: To approve the final technical deliverables for the projects and generate an interim report on the initiative by January 2019. Final deliverables include a final technical report, policy brief, and draft manuscript for publication in an academic peer-reviewed journal. The consultant will review the deliverables, provide technical contributions and feedback to the teams, and determine when the deliverables meet standards for approval by the Alliance. The consultant will also generate an interim report on the initiative that will include a summary of activities, achievements, and challenges.
Deliverable 1.3: To conduct an evaluation of the projects by March 2019. The purpose of the evaluation will be to assess the results and application of the embedded research projects on implementation, as well as to understand the process for carrying out the embedded research. The evaluation will employ mixed methods consisting of both quantitative and qualitative approaches, including document review, semi-structured interviews and surveys, to collect both primary and secondary data. The Alliance’s Embedded Research Framework will be applied to guide the evaluation. The results of the evaluation will be reported in the journal supplement and will demonstrate the impact of the Alliance’s investment in these projects.

Deliverable 1.4: To coordinate the publication of a journal supplement on the projects by June 2019. The journal supplement will consist of peer-reviewed manuscripts from the projects, as well as an editorial and cross-cutting paper. The consultant will develop a template and guidance documents for developing peer-reviewed manuscripts for use by the teams, review the draft manuscripts, coordinate with the editorial team, and provide technical contributions and feedback. The consultant will also lead the cross-cutting paper based on the evaluation. This activity will be carried out in collaboration with members of the Alliance Secretariat and UNICEF.

Output 2: To manage the Strengthening Capacity through Implementation Research (SCAPIR) initiative by December 2018.

Deliverable 2.1: To approve the final technical deliverables for the projects and generate a final report on the initiative by September 2018. Final deliverables include a final technical report and case study. To develop the case study, the consultant will work with the institutions to conceptualize the case studies, develop a case study template and guidance for the institutions, as well as provide technical contributions throughout the development. The consultant will also review the final report, provide technical contributions and feedback to the teams, and determine when the deliverables meet standards for approval by the Alliance. The consultant will also generate a final report on the initiative that will include a summary of activities, achievements, and challenges.

Deliverable 2.2: To generate a compendium of case studies by December 2018. The case studies will be compiled into a compendium to demonstrate the Alliance's investment in this work. The compendium will include an overview of the initiative and case study from each of the institutions.

Output 3: To manage the Embedded Implementation Research Course for Decision-Makers and Implementers by June 2019.

Deliverable 3.1: To produce a plan for the development of the Embedded Implementation Research Course for Decision-Makers and Implementers by April 2018. The consultant will develop a plan for development of the course, including a description of the activity, steps to be taken, timeline, and budget.

Deliverable 3.2: To develop a listing of the Alliance’s training materials for embedded implementation research by April 2018. The consultant will compile the Alliance’s training materials for embedded implementation research, including those from the protocol development workshop, data analysis and dissemination workshop, and pilot courses on implementation research, into a folder. Evaluations from prior workshops and courses will also be included. The consultant will then produce a listing of the materials that are available.

Deliverable 3.3: To coordinate the development of the Embedded Implementation Research Course by June 2019. The consultant will coordinate the activities to develop the course according to the plan. This will include developing the syllabus and training materials for the broad modules and short sessions of the course.
Output 4: To provide technical contribution to the Improving Programme Implementation through Embedded Research (IPIER) by October 2018.

**Deliverable 4.1: To contribute the organization of a Protocol Development Workshop by October 2018.** This involves developing the content for the workshop and producing training materials, including presentations, worksheets and templates, for use by the research teams to facilitate the conceptualization and design of their research. The consultant will also be engaged to facilitate the workshop. These activities will be carried out in collaboration with members of the Alliance Secretariat and PAHO.

Output 5: To provide technical input as a co-author to the development of the Alliance's Framework for Embedded Health Systems Research by June 2019.

**Deliverable 5.1: To provide technical input to the Alliance's Framework for Embedded Health Systems Research by June 2019.** The consultant will work with members of the Alliance Secretariat to contribute to the development of the Alliance’s Framework for Embedded Health Systems Research. Specifically, the consultant will review and provide technical input as a co-author of the work.

5. **Technical Supervision**

The selected Consultant will work under the supervision of:

<table>
<thead>
<tr>
<th>Responsible Officer:</th>
<th>Dr Zubin Shroff, Technical Officer, HIS, HSR</th>
<th>Email: <a href="mailto:alliance-proposals@who.int">alliance-proposals@who.int</a></th>
</tr>
</thead>
<tbody>
<tr>
<td>Manager:</td>
<td>Dr Abdul Ghaffar, Executive Director, HIS, HSR</td>
<td>Email: <a href="mailto:alliance-proposals@who.int">alliance-proposals@who.int</a></td>
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6. **Specific requirements**

- **Qualifications required:**
  Masters University degree in public health, with a focus in international health, health systems, or implementation research preferred.

- **Experience required:**
  At least 5 years of relevant experience in global health;
  Experience in project management and implementation, specifically in developing, concept notes, technical and donor reports, and reviewing technical deliverables;
  Experience in teaching and capacity strengthening, specifically facilitating courses and workshops, developing courses, producing training materials and tools;
  Experience in coordinating research, including conducting calls for research, developing proposals and protocols, obtaining ethical approval, and monitoring the status and progress of research projects;
  Experience collaborating with stakeholders, such as partner organizations, donors, and research teams;
  Experience in research and evaluation, specifically conducting document and literature reviews, quantitative and qualitative data collection, such as surveys and interviews;
  Work experience in international settings, specifically in low and middle income countries;

- **Skills / Technical skills and knowledge:**
  Demonstrated knowledge of health systems and implementation research;
  Demonstrated understanding of embedded research;
  Demonstrated knowledge of health systems research methods and evaluation, specifically mixed methods approaches;
  Demonstrated understanding of ethical issues in health systems research;
  Demonstrated understanding of research and policy-making processes, evidence use in decision-making, research uptake, knowledge translation and dissemination;
Demonstrated ability to produce technical reports and academic publications;
Ability to deliver results while working remotely and independently;
Skills in oral and written communication.

- **Language requirements:**
  Expert English; Intermediate French.

7. **Place of assignment**
This assignment will be performed at the consultant’s chosen place (residence or other venue). Travel to various countries may be necessary to carry out the work.

8. **Medical clearance**
The selected Consultant will be expected to provide a medical certificate of fitness for work.

9. **Travel**

The Consultant is expected to travel according to the itinerary and estimated schedule below:

<table>
<thead>
<tr>
<th>Travel dates</th>
<th>Location:</th>
</tr>
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<tbody>
<tr>
<td>From 22/04/2018</td>
<td>To 28/04/2018 Geneva, Switzerland</td>
</tr>
<tr>
<td><strong>Purpose:</strong></td>
<td>To facilitate a Data Analysis and Dissemination Workshop for DELIR</td>
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<table>
<thead>
<tr>
<th>Travel dates</th>
<th>Location:</th>
</tr>
</thead>
<tbody>
<tr>
<td>From 30/09/2018</td>
<td>To 06/10/2018 Bogota, Columbia</td>
</tr>
<tr>
<td><strong>Purpose:</strong></td>
<td>To facilitate a Protocol Development Workshop for IPIER</td>
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</table>

<table>
<thead>
<tr>
<th>Travel dates</th>
<th>Location:</th>
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</thead>
<tbody>
<tr>
<td>From 07/10/2018</td>
<td>To 13/10/2018 Liverpool, United Kingdom</td>
</tr>
<tr>
<td><strong>Purpose:</strong></td>
<td>To participate in the 5th Global Symposium on Health Systems Research</td>
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*All travel arrangements will be made by WHO – WHO will not be responsible for tickets purchased by the Consultant without the express, prior authorization of WHO. While on mission under the terms of this consultancy, the Consultant will receive subsistence allowance.*

*Visas requirements: it is the consultant’s responsibility to fulfil visa requirements and ask for visa support letter(s) if needed.*