

## Section II: Schedule of Requirements

**eSourcing reference: RFQ/2024/54348**

**Term of Reference for Consultancy on Systems and intersectoral innovation strategic consultation**

### BACKGROUND

The RBM Partnership to End Malaria, hosted by UNOPS, is the world's largest platform dedicated to coordinating global efforts to eliminate malaria. With a network of over 500 partners—including malaria-endemic countries, development agencies, private sector entities, non-governmental organizations (NGOs), foundations, and research institutions—the Partnership works across multiple sectors to drive progress in combating malaria.

Key areas of collaboration within the Partnership include Country & Regional Support, Advocacy & Resource Mobilization, Strategic Communications, and technical working groups addressing issues such as vector control, malaria in pregnancy, case management, and disease surveillance. These collective efforts have led to significant progress, yet malaria continues to be a major global health challenge, with 229 million cases and 409,000 deaths in 2019 alone. Sub-Saharan Africa remains the hardest-hit region, accounting for 70% of the global malaria burden.

Despite these achievements, the emergence of new challenges such as drug resistance, changing climate patterns, and new mosquito vectors threatens to reverse the gains made so far. The RBM Partnership's 2021-2025 Strategic Plan prioritizes innovation, collaboration, and sustained investment to address these challenges and accelerate progress toward a malaria-free world.

To ensure the continued momentum of the global malaria elimination effort, the Partnership is committed to advancing its long-term successes through the **Big Push Plan**—an ambitious initiative designed to secure global commitments and actions needed to achieve a malaria-free future. In line with this plan, the RBM Partnership is seeking consultancy services to explore innovative systems solutions that can address current bottlenecks and drive greater efficiency in malaria control and elimination efforts.

### OBJECTIVE AND SCOPE OF WORK

- As the fight against malaria enters a critical phase, the RBM Partnership to End Malaria seeks to leverage the power of **systems innovation** to address persistent bottlenecks within the malaria control ecosystem. Despite significant progress, the complexities of the global malaria challenge demand new approaches that go beyond traditional interventions. Emerging threats, such as drug resistance, climate change, and new mosquito vectors, require more adaptive, scalable solutions.
- By embracing a **systems thinking** approach, RBM aims to analyze and map the interconnected systems that shape malaria transmission, control, and elimination efforts. This consultancy will apply cutting-edge methodologies in **system mapping** to visualize key leverage points, identify inefficiencies, and understand the dynamics that perpetuate barriers to progress. This analysis will enable the Partnership to ideate and formulate a **Systems Innovation Strategy**, creating pathways for transformative change across the malaria ecosystem. The consultancy will also explore **transition design**, focusing on building resilience

and adaptability within the system, ensuring that the innovations proposed are not only impactful in the short term but sustainable over the long term. Transition design will allow for the integration of incremental, iterative solutions that address immediate challenges while laying the groundwork for systemic shifts towards a malaria-free future. Furthermore, the consultancy will explore **ecosystem building**, fostering collaboration across multiple sectors and partners, and ensuring that innovations take into account the broader context of health systems, climate, socio-economic factors, and the complex interplay between them. This requires intersectional innovation that cuts across disciplines and sectors to co-create solutions that work for all, including those most affected by malaria.

- In partnership with the global **Systems Innovation Network**, which supports individuals and organizations in applying systems innovation methods to tackle complex challenges, this consultancy will seek to integrate the latest tools and frameworks in systems change. Through this partnership, RBM will have access to global expertise and collaborative spaces to co-develop, test, and refine solutions.
- Ultimately, the consultancy will contribute to the RBM Partnership's goal of co-creating an **innovation strategy** that addresses bottlenecks in malaria control and accelerates progress toward global elimination, in alignment with the RBM 2021-2025 Strategic Plan and the **Big Push Plan**.

The purpose of this consultancy is to have the following outcomes.

#### **Expected Outcomes:**

The consultancy on systems innovation to address bottlenecks in the fight against malaria will produce a set of key deliverables aimed at equipping the RBM Partnership to End Malaria with actionable insights and strategic tools to accelerate progress. Each deliverable will contribute to building a robust framework for systems innovation, helping the RBM Partnership tackle complex challenges and unlock new opportunities for malaria elimination.

#### **Deliverable 1 : Inception Report**

At the outset of the consultancy, the consultant will deliver an inception report. This document will provide clarity on the approach and set the foundation for the consultancy's success. The inception report will:

- Outline a detailed methodology for systems mapping, systems thinking, and frameworks for transition design and ecosystem building.
- Provide a comprehensive work plan, including timelines and milestones, to ensure structured and timely delivery of all consultancy outputs.

#### **Deliverable 2 : Systems Innovation Analysis and Strategy Report**

The core of the consultancy will be reflected in this comprehensive analysis and strategy report. This report will synthesize the consultant's findings and propose a strategic roadmap for the RBM Partnership. Key elements will include:

- **Systems Mapping:** A detailed analysis highlighting leverage points, bottlenecks, and inefficiencies within the malaria control ecosystem, providing a foundation for targeted interventions.
- **Bottleneck Analysis:** A focused examination of the critical barriers to progress in malaria control and elimination, along with their prioritization.
- **Systems Innovation Tools:** The practical application of systems innovation tools—such as causal loop diagrams and scenario planning—to offer innovative solutions to the identified bottlenecks.

- **Strategic Recommendations:** A clear roadmap for implementing systems innovation strategies, with an emphasis on transition design and cross-sector collaboration. This section will also include, where relevant, an outline of a **Stakeholder Engagement Strategy** to guide future stakeholder collaboration for validating and co-developing proposed innovations.

### **Deliverable 3 : Final Consolidated Report and Presentation**

The final deliverable will be a consolidated report that serves as the consultancy's capstone output, bringing together all findings, analysis, and recommendations. This report will form the basis for future action and strategic decision-making within RBM. It will include:

- A narrative summary of the consultancy's overall process, findings, and insights.
- Detailed strategic recommendations for embedding systems innovation into RBM's operations and addressing key bottlenecks in the malaria control ecosystem.
- A final presentation summarizing key findings and recommendations, to be delivered to RBM leadership. This presentation will serve as a subproduct of the final report, offering a concise overview of the most actionable insights

### **Timelines & Deliverables:**

The consultancy will be completed within a maximum period of 8 weeks. The following timeline outlines the key milestones and corresponding deadlines for the deliverables:

- **Week 1:**
  - **Project Kickoff Meeting:** Initial meeting between the consultant and RBM Partnership team to align on objectives, scope, and approach.
- **Week 2:**
  - **Inception Report:** Submission of the inception report, including the methodology for systems mapping, systems thinking, and frameworks for transition design and ecosystem building, as well as the detailed work plan with timelines and milestones.
  - **RBM Review and Validation:** RBM to review and provide feedback on the inception report.
- **Week 3-5:**
  - **Systems Innovation Analysis and Strategy Development:** Conduct the systems innovation analysis, identifying bottlenecks and applying relevant systems innovation tools.
  - **Draft Systems Innovation Analysis and Strategy Report:** Initial draft of the report, including systems mapping, bottleneck analysis, and strategic recommendations.
  - **Internal Review and Adjustments:** Consultant incorporates feedback from RBM based on internal discussions.
- **Week 6:**
  - **Final Systems Innovation Analysis and Strategy Report:** Submission of the final version of the Systems Innovation Analysis and Strategy Report.
  - **RBM Review and Validation:** RBM to review and validate the second deliverable.
- **Week 7:**
  - **Final Consolidated Report and Presentation:** Submission of the final consolidated report and delivery of the final presentation to RBM's leadership.
  - **RBM Review and Validation:** RBM to review and validate the final report and presentation.

Deliverable	Deadline
<b>Deliverable 1: Inception Report</b> (As per details given in the section above)	<b>1 Week</b>
<b>Deliverable 2: Systems Innovation Analysis and Strategy Report</b> (As per details given in the section above)	<b>4 Weeks</b>
<b>Deliverable 3: Final Consolidated Report and Presentation</b> (As per details given in the section above)	<b>2 Weeks</b>

## SCHEDULE OF PAYMENTS

The payment structure for this consultancy will be tied to the successful completion and validation of the deliverables. The payment terms are as follows:

- **35% of the total contract amount** will be paid upon validation and acceptance of the second deliverable, the **Systems Innovation Analysis and Strategy Report**.
- **65% of the total contract amount** will be paid upon completion and validation of the final deliverable, the **Final Consolidated Report and Presentation**.

### Technical specifications for services – Comparative Data Table

No	UNOPS Requirements
<b>Section 1: Qualifications of the bidder</b>	
1.1	At least 3 years of demonstrated experience in applying systems innovation methodologies (e.g., systems mapping, causal loop diagrams, scenario planning) to complex challenges in public health or related sectors. Experience in malaria control or global health projects is highly preferred.
1.2	A portfolio of at least two recent past projects that showcases the supplier's ability to analyze, strategize, and implement systems-level solutions that address critical bottlenecks and improve ecosystem efficiency.
1.3	Demonstrated at least 3 years of experience in developing and executing strategic roadmaps based on comprehensive system-level analysis, with a focus on transition design for long-term sustainability and adaptability.
1.4	Evidence of prior success from at least two past projects in delivering actionable strategies that have fostered innovation, collaboration, and scalable solutions across multi-sector environments, including public health or development projects.
1.5	In-depth understanding of the global health landscape, with specific expertise in malaria control, disease elimination, or health system strengthening based on at least 3 years delivering/engaging in public health projects.
1.6	At least 3 years' experience collaborating with a wide range of stakeholders, including governments, NGOs, and the private sector.
1.7	A proven track evidenced with past two similar project reports/presentations for a record of delivering impactful solutions within large, cross-functional teams or partnerships aimed at addressing complex health challenges.

1.8	The bidder shall provide documentation that demonstrates that procedures and systems are in place to ensure the security and safety of workers (including considerations for minority groups e.g. women, persons with disabilities, LGBTQ, etc.)
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<b>Section 2: Technical approach and capacity of the submitting bidder</b>	
2.1	<b>Lead Consultant – Systems Innovation and Strategic Planning Senior Expert</b> <ul style="list-style-type: none"> <li>At least 5 years of demonstrated experience in systems innovation and systems thinking, with a focus on applying these methodologies to complex challenges in public health or development sectors.</li> </ul>
2.2	<ul style="list-style-type: none"> <li>At least three years' experience in strategic planning, transition design, and ecosystem building, with a proven ability to develop and implement innovation frameworks that address bottlenecks and foster collaboration across sectors.</li> </ul>
2.3	<ul style="list-style-type: none"> <li>At least three years of experience in leadership and project management skills, with the ability to oversee the consultancy's execution, engage stakeholders, and ensure timely delivery of high-quality outputs</li> </ul>
2.4	<ul style="list-style-type: none"> <li>Advanced degree in systems engineering, or a related field</li> </ul>
2.5	<b>Systems or Innovation Specialist</b> <ul style="list-style-type: none"> <li>A minimum of 5 years of experience in wicked problems analysis</li> </ul>
2.6	<ul style="list-style-type: none"> <li>At least three years of experience in synthesizing complex findings and data into clear, actionable reports and presentations.</li> </ul>
2.7	<ul style="list-style-type: none"> <li>Strong writing and communication skills, with three years' experience in delivering reports and recommendations to senior leadership.</li> </ul>
2.8	<ul style="list-style-type: none"> <li>Advanced degree in global health, public health, epidemiology, or a related field.</li> </ul>

<b>Section 3: Qualifications of Proposed Personnel - Proven experience and qualifications of the proposed team to undertake the assignment.</b>	
<b>The supplier is required to ensure a team composition based on at least one Lead Consultant and one systems or Innovations specialist meeting the following minimum criteria.</b>	
<b>Name of the Role</b>	<b>Minimum Qualification Requirement</b>
Lead Consultant – Systems Innovation and Strategic Planning Senior Expert	<ul style="list-style-type: none"> <li>• At least 5 years of demonstrated experience in systems innovation and systems thinking, with a focus on applying these methodologies to complex challenges in public health or development sectors.</li> <li>• Strong expertise in strategic planning, transition design, and ecosystem building, with a proven ability to develop and implement innovation frameworks that address bottlenecks and foster collaboration across sectors.</li> <li>• Advanced degree in systems engineering, or a related field.</li> <li>• Strong leadership and project management skills, with the ability to oversee the consultancy's execution, engage stakeholders, and ensure timely delivery of high-quality outputs.</li> </ul>
Systems or Innovation Specialist	<ul style="list-style-type: none"> <li>• A minimum of 5 years of experience in wicked problems analysis</li> <li>• Proven ability to synthesize complex findings and data into clear, actionable reports and presentations.</li> <li>• Strong writing and communication skills, with experience delivering reports and recommendations to senior leadership.</li> <li>• Advanced degree in global health, public health, epidemiology, or a related field would be an asset.</li> </ul>