

## Annex – Terms of Reference (ToR)

### Local Consultant on Digital Health Strategy and Partnerships

#### 1. Background

Malaria Consortium Cambodia is implementing its national strategy with a strong focus on integrating digital approaches to strengthen health programme delivery, scale innovation, and enhance government leadership.

Aligned with the organisation’s Global Strategy, Cambodia’s contribution to the “Digital Health” objective is structured around two complementary axes:

1. **Digital Strategy & Partnerships** – Strengthening collaboration with national and international stakeholders to identify opportunities for leadership, partnership, and innovation.
2. **Digital Implementation & Capacity Building** – Supporting government initiatives and enhancing operational capacity through cost-effective digital tools and solutions, particularly within the cervical cancer programme.

To advance these objectives, Malaria Consortium Cambodia intends to engage a national consultant based in Phnom Penh. The consultant will lead contextual analysis, stakeholder mapping, partnership scoping, and identification of actionable opportunities for Malaria Consortium to meaningfully contribute to the Ministry of Health’s digital transformation priorities and the organisation’s strategic vision.

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#### 2. Purpose of the Assignment

The consultant will provide strategic and technical support to advance Malaria Consortium’s digital health objectives in Cambodia. This includes strengthening engagement with key stakeholders, identifying partnership and innovation opportunities, and supporting internal reflection on how digital approaches can enhance health programme delivery, particularly within the cervical cancer programme.

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#### 3. Scope of Work and Specific Objectives

The scope is structured into four phases, each linked to clearly defined deliverables and payment milestones. The consultant will work closely with the Cambodia team and the Digital Health Lead in London.

## Phase 1 – Rapid Desk Review and Stakeholder Mapping (5–7 days)

### Objectives

- Conduct a rapid review of existing digital health interventions relevant to the cervical cancer screening and referral pathway and aligned health system components.
- Map national and international stakeholders involved in digital health, including government agencies, development partners and private-sector actors.
- Clarify what is ‘in and out’ of scope for the analysis and confirm the methodological approach during a short inception phase.

### Deliverables

- ✓ Inception brief outlining scope, methodology, deliverables and timeline.
- ✓ Desk review summarising existing digital initiatives, national strategies, standards and gaps.
- ✓ Stakeholder map with categorisation by influence, role and priority level.

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## Phase 2 – Stakeholder Engagements and Synthesis (12–15 days)

### Objectives

- Conduct consultations with key stakeholders to understand priorities, coordination mechanisms, opportunities and barriers.
- Assess institutional readiness, interoperability and alignment with national standards such as DHIS2 and Ministry of Health digital frameworks.
- Maintain an engagement tracker and produce short consultation summaries.

### Deliverables:

- ✓ Stakeholder engagement plan with recommended approaches, frequency and expected outcomes.
- ✓ Consultation summaries identifying opportunities, risks and recommended engagement strategies.
- ✓ Interim synthesis highlighting key findings, needs and partnership opportunities.

Indicative stakeholders include Ministry of Health departments (Digital Health Department, PMD, NIP, CNM), WHO, UNICEF, CHAI, Vital Strategies, GIZ, the World Bank, EuroCham Health Forum partners and relevant private-sector innovators.

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## Phase 3 – Gap Analysis and Global Alignment (6–8 days)

### Objectives

- Conduct a structured gap analysis of digital interventions along the cervical cancer screening and referral pathway and other relevant programme areas.

- Analyse data protection requirements, governance considerations, and interoperability with existing national systems.
- Engage with Malaria Consortium's global digital health team to compare findings with international tools and identify feasible options for adaptation.
- Explore the feasibility of lightweight digital solutions that can support patient guidance, integrated guidelines and secure reporting, ensuring minimal onboarding burden and strong government endorsement.

#### **Deliverables:**

- ✓ Gap analysis report highlighting technical, operational and governance gaps.
- ✓ Comparative summary linking Cambodia findings with global digital solutions.
- ✓ Recommendations for potential pilot interventions aligned with national systems and government priorities.

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### **Phase 4 – Presentation, Validation and Refinement (3–4 days)**

#### **Objectives**

- Present findings to Malaria Consortium, government counterparts and partners.
- Facilitate validation meetings and integrate feedback into the final deliverables.
- Support internal decision-making on digital pilot opportunities.

#### **Deliverables:**

- ✓ Final analytical report consolidating findings from all phases.
- ✓ Presentation materials for internal and external use.
- ✓ Recommendations for next steps, partnerships and pilot options.

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### **Scope clarification**

#### **In scope**

- Digital opportunities related to the cervical cancer pathway
- Mapping actors linked to digital health
- Review of governance, standards, data protection
- Recommendations for realistic pilot options

#### **Out of scope**

- Software development
- Procurement of digital tools
- Deep technical integration with national systems
- Evaluations requiring primary data collection

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## 4. Internal Capacity and Knowledge Building

### Objectives

- Identify internal capacity gaps related to digital health.
- Facilitate short awareness or training sessions for the Cambodia team.
- Align internal understanding with global technical standards and best practices.

### Deliverables:

- ✓ Internal capacity assessment report.
- ✓ One or two short knowledge-building sessions delivered to staff.
- ✓ Practical recommendations for strengthening organizational capacity.

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## 5. Workplan and Coordination

- A brief inception phase will be conducted at the start of the assignment.
- Regular check-ins (weekly or as agreed) with the Country Director and the Digital Health Lead.
- A simple decision log will be maintained to record key agreements, changes and approvals during implementation.
- An introductory call between the consultant and the Digital Health Lead will be scheduled before Phase 2.

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## 6. Data governance & interoperability requirements

- Data protection (MoH guidelines, Cambodia PDPA when applicable)
- DHIS2 compatibility
- MoH Digital Health Architecture Framework
- Interoperability requirements
- Hosting considerations (government-preferred hosting)
- National approval workflow for digital tools

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## 7. Duration and Level of Effort

- **Total level of effort:** 30 working days
- **Contract duration:** January to March 2026
- **Location:** Phnom Penh, with possible provincial visits
- **Reporting line:** Country Director, Malaria Consortium Cambodia
- **Technical supervision:** Digital Health Lead (London)

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## **8. Operational and Legal Considerations**

- Payment will be made based on deliverables completed for each phase, as specified above.
- The consultant will be responsible for all logistics unless otherwise agreed.
- Intellectual property: All outputs produced under this ToR will be the property of Malaria Consortium.
- Confidentiality: The consultant must adhere to Malaria Consortium's confidentiality policies.
- All deliverables should be submitted in English.
- Any travel or expenses must be pre-approved and documented in accordance with Malaria Consortium procedures.

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## **9. Profile Required**

- Advanced degree in public health, digital health, ICT4D, or related field.
- At least 5 years of experience in digital health, health systems strengthening, or eHealth project implementation.
- Strong understanding of Cambodia's health system and digital health ecosystem.
- Demonstrated experience engaging with government and development partners.
- Excellent analytical and communication skills; ability to produce concise strategic documents.
- Fluency in English and Khmer (desirable)

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## **10. Success Indicators**

- Comprehensive and actionable mapping of the digital health ecosystem completed.
- At least 10 key stakeholder consultations conducted.
- Two to three potential partnership or pilot opportunities identified.
- Clear, context-specific recommendations for Malaria Consortium's strategic positioning in Cambodia.
- Strengthened internal understanding and engagement on digital health issues within the Cambodia team.