Agreement for Performance of Work[1]

Services

Terms of Reference

This Agreement for Performance of Work (APW) is requested by:

Initiator:	Dr. Derrick Muneene, Team Lead, Assessment Planning and Partnerships	Reg.#:	
Unit:	Insights, Capacity and Operation (ICO)	Cluster / Dpt.:	Data, Digital Health, Analytics, and AI (DDA)

1. *Purpose of the APW

To conduct a comprehensive situation analysis on how digitalization can strengthen local pharmaceutical production and supply chains, and how public–private cooperation can be fostered through digital tools and platforms, in alignment with WHO priorities, 74th WHO Regional Committee for Africa (RC74), and the Global Initiative on Digital Health (GIDH).

2. *Background

The World Health Organization (WHO) is advancing efforts to strengthen local production of medicines, vaccines, and other health technologies, particularly in the African continent. Persistent challenges remain in regulatory capacity, skilled workforce, production capacity, quality assurance, supply chain resilience, affordability, and access to essential medicines.

In 2024, WHO launched **GIDH** to strengthen global, regional, and national alignment on digital health investments and to accelerate the implementation of the **Global Strategy on Digital Health** and the **World Summit on the Information Society (WSIS)** health objectives. Digitalization represents a critical but underutilized opportunity to address challenges across the pharmaceutical production value chain, including production planning, regulatory oversight, quality compliance, and supply chain transparency.

At the regional level, in the WHO African Regional Office (AFRO), RC74 adopted the *Framework for Strengthening Local Production of Medicines, Vaccines and other Health Technologies in the WHO African Region (2025–2035)*. Similarly, in the WHO Eastern Mediterranean Region (EMRO), the Regional Director's Flagship Initiative on Improving Access to Medical Products identifies strengthening local production as a core pillar to ensure sustained access to high-quality, safe, and affordable medical products. However, systematic data on digitalization and local pharmaceutical production capacity across Member States remain limited. In parallel, the **African Pharmaceutical Production Agenda (PHAHM)** calls for stronger local production supported by enabling regulatory, technological, and market environments.

Against this backdrop, WHO seeks to undertake a **situation analysis** focusing on the intersection of digitalization, pharmaceutical production, and private-sector cooperation, leveraging the **GIDH network and activities**, to inform policy, investment, and partnership opportunities.

3. *Planned timelines (subject to confirmation)

[1] This template is only to be used for APWs granted to Companies, and not for APWs granted to Individuals.

Start date: 12 March 2026 End date: 31 May 2026

Total duration: 80 days

4. *Requirements - Work to be performed

4.1 Objectives

The consultant firm will:

1. Assess the current state of digitalization across the pharmaceutical production value chain in the African continent.
2. Identify key gaps, opportunities, and priority entry points where digital tools can strengthen production, regulation, quality assurance, and supply chains.
3. Analyse the role and readiness of private sector actors to engage in digitalized pharmaceutical production ecosystems.
4. Identify opportunities for public–private cooperation aligned with national priorities, donor initiatives, and regional frameworks.
5. Support the WHO in disseminating findings and establishing an exchange format with industry through GIDH.
6. Produce a report - *Situation Analysis on the Intersection of Digitalization, Pharmaceutical Production, and Private Sector Cooperation* under the Global Initiative on Digital Health (GIDH).

4.2 Scope of Work

Under the technical supervision of WHO (HSD/DDA) in coordination with Medicines, Diagnostics, Infrastructure, and Technologies (MDI) Unit Team in AFRO and EMRO, the consultant firm will undertake the following tasks:

1. Situational Analysis

- Conduct a structured desk review of:
    - WHO HQ and AFRO and EMRO materials, including RC74 framework (2025–2035),
    - African Union / Africa CDC and AUDA-NEPAD pharmaceutical frameworks,
    - Regional Economic Community reports and existing/planned digital tracking initiatives E.g. local production mapping/market intelligence information,
    - Member State reports and existing digital tracking initiatives,
    - Relevant global literature on digitalization and pharmaceutical production.
- Conduct stakeholder engagement activities, including consultations with ministries of health, pharmaceutical manufacturers, and other relevant partners.
- Analyse the state of play of digitalization in pharmaceutical production systems and identify key private sector actors.
- Identify priority areas for digitalization in support of RC74 and PHAHM implementation.
- Assess existing government and donor support to digitalization of local pharmaceutical production.
- Develop a report - *Situation Analysis on the Intersection of Digitalization, Pharmaceutical Production, and Private Sector Cooperation* under the Global Initiative on Digital Health (GIDH)

2. Entry-Point and Readiness Mapping

- Map private sector interest and readiness to adopt digital tools, including manufacturers, technology providers, and regulatory stakeholders.
- Conduct stakeholder interviews to enrich the desk review materials and validate key findings.
- Identify concrete entry points, potential areas, and modalities for private sector engagement and collaboration in pharmaceutical production, including opportunities for engagement by German and European Union companies, alongside other international companies.

- Align findings with national digital health strategies and digital public infrastructure initiatives.
- Identify other areas as needed.

5. *Requirements – Planning

In addition to the below deliverables, weekly touch base calls will be scheduled with the institution to discuss and share updates on progress with WHO HQ, AFRO and EMRO technical teams.

Deliverable	Week	Due Date
1. **Inception Report** including methodology, analytical framework, workplan	Week 1	19 March 2026
2. **Draft Situation analysis report**, including: a. Mapping of digitalization across pharmaceutical production, b. Identification of gaps and priority areas, c. Entry-point analysis for private sector engagement.	Week 6	30 April 2026
3. **Draft inputs to establish and advance the exchange format** with industry through GIDH, including recommendations for sustained engagement.	Week 6	30 April 2026
4. **Final situational analysis report**, incorporating WHO feedback.	Week 8	14 May 2026
5. **Final inputs to establish and advance the exchange format** with industry through GIDH, including recommendations for sustained engagement, incorporating WHO feedback.	Week 8	14 May 2026
6. **Draft Summary presentation/policy brief** for dissemination and stakeholder dialogue.	Week 8	14 May 2026
7. **Final Summary presentation/policy brief** for dissemination and stakeholder dialogue, incorporating WHO feedback.	Week 9	21 May 2026

6. Inputs

The consultant firm will report to WHO HSD/DDA (HQ), in close coordination with WHO Medicines and Health Products, and WHO AFRO and EMRO. Regular progress updates will be provided as agreed.

7. *Activity Coordination & Reporting

Technical Officer:	**Melissa Cederqvist Njihia, Technical Officer, Strategy and Partnerships, Assessment, Planning and Partnerships, ICO, DDA**	**Email:**	**cederqvistm@who.int**
For the purpose of:	Technical supervision and instructions - Reporting		
Administrative Officer:	**Kai KALMARU, Assistant to Team, Assessment, Planning and Partnerships, ICO, DDA**	**Email:**	**kalmaruk@who.int**
For the purpose of:	Contractual and financial management of the contract		

8. *Characteristics of the Provider

8.1 Technical and Professional Expertise

Essential

- Proven experience working with digitalization of health systems, particularly in low- and middle-income country (LMIC) settings.
- Demonstrated experience conducting health systems or pharmaceutical sector analyses at the regional or global level.
- Strong knowledge of WHO processes, African health systems, African health products manufacturing & supply, and public–private collaboration.

Desirable

- Experience working with pharmaceutical manufacturers, regulators, or industry associations.
- Familiarity with digital public infrastructure, regulatory digitalization, or supply chain digital tools.
- Experience with WHO, UN agencies, or international development partners.
- Excellent analytical, drafting, and presentation skills.

8.2. Project and Delivery Experience

- Proven experience in working with **UN agencies or global organizations**, including navigating governance processes and documentation standards.
- Track record of delivering **situation analysis and related assessments** under tight timelines while ensuring quality and alignment with strategic objectives.

8.3. Team Composition

The vendor's team is expected to include (at a minimum):

- A **Researcher** with experience in pharmaceutical systems, digital health, health supply chains, or health policy.
- A **Project Manager or Team Lead** to oversee the work plan, coordinate with WHO focal points, and ensure timely delivery.

8.4 Skills/Knowledge

8.5 Languages and level required

Essential*:* Expert knowledge of English
Desirable*:* Intermediate knowledge of Portuguese OR French

9. *Place of assignment

Location: Off-site/home-based (remote).
Travel: Potential travel subject to WHO approval and budget availability.