

HRD Terms of Reference

For PEC consultancies

Governance and Sustainability Model and Systematization- Regional Digital health Interoperability Lab and Networks Consultant

Background of this search: SPH/SCL is looking for a knowledge management and strategy expert to provide support for the systematization of lessons learned and design of governance and sustainability model for digital health interoperability lab and network

The team's mission: The Social Sector (SCL) is a multidisciplinary team convinced that investing in people is the way to improve lives and overcome the development challenges in Latin America and the Caribbean. Jointly with the countries in the region, the Social Sector formulates public policy solutions to reduce poverty and improve the delivery of education, work, social protection, and health services. The objective is to advance a more productive region, with equal opportunities for men and women, and greater inclusion of the most vulnerable groups.

The Social Protection and Health Division (SPH) is tasked with the preparation and supervision of IDB operations in borrowing member countries in the areas of social protection (safety nets and transfers and services for social inclusion which include: early childhood development, youth programs, care services for dependency, among others), health (health capital investment strategies, health networks strengthening, health system financing, organization and performance, etc.) and nutrition.

Related to the digital agenda, SPH seeks to promote digital technology to create better health and social protection services that meet the individual needs of the people of LAC. Thus, in 2018, the Bank endorsed the nine Principles for Digital Development to promote development results through more sustainable and socially beneficial digital methods. SPH translated these principles into its strategic areas of action and promotes the digital transformation of health and social services through a series of resources and solutions available on the Social Digital site.

Many countries in Latin America and the Caribbean (LAC) have begun or accelerated their work towards digital transformation of the health sector, especially due to the COVID19 pandemic. To harness digital tools to improve the efficiency, quality and equity of the sector, SPH works in four main areas: 1) support quality design, execution and evaluation of digital health transformation agendas & operations; 2) increase human capital in LAC for digital transformation; 3) build strategic partnerships within and outside of IDB for digital transformation; and 4) generate & disseminate knowledge for digital transformation of health services in LAC. This work is aligned to the broader SCL Digital Agenda to improve the efficiency of the sector, improve the quality of social services, and reduce inequality through digital services and is a critical area in the Health Sector Framework for Development. SPH has supported 10 countries in the creation of digital agendas and/or national roadmaps for digital health transformation, all of which include the implementation of national electronic health records and scaling up telehealth programs. One of the critical success factors of the implementation of these digital interventions is tacit understanding of interoperability standards in healthcare. While 76% of countries in the region have national norms that describe health information exchange, only 42% of have norms relating to which interoperability standards are used, and only one country has achieved health data exchange at national scale between public and private sectors (Bagolle et al, 2020).

Interoperability processes and data management systems can optimize how the many actors within a country share data with the health system. A key component of successful implementation of interoperability in healthcare is specialized human capital that all “speak the same language” and have both theoretical and practical experience. SPH has partnered with leading institutions to improve theoretical knowledge of interoperability of within public sector, but opportunities to put this knowledge into practice, such as interoperability laboratories for health are sparse.¹ Through RG-T2422, IDB supported the creation of the *American Network for Cooperation on e-Health*, RACSEL, a networked of five founding governments to promote collaboration in the field of Electronic Health and share lessons learned to improve the quality of

¹ One of the key activities that support hands-on learning for interoperability in health are connectathons or projectathons, which provide a detailed implementation and testing process to enable the adoption of standards-based interoperability through structured and supervised peer-to-peer testing environment.

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health services in LAC. RACSEL issued five technical guides for the region, providing a solid guide for the regions, but lacked implementation experience. Additionally, SCL has supported the interoperability of social sectors, with the creation of a [maturity model and framework](#), provides important inputs to help countries think about integrating social determinates of health into healthcare.

A health interoperability laboratory can provide tactical interoperability experience and is defined as a facility focused on the interoperability of digital health applications where the government, private, and academic sectors can come together to test, create, innovate and connect digital health information systems through tactic experiences and common understanding to support the adoption of international standards. Health interoperability laboratories exist all over the world, some examples include the United States' [Office of the National Coordinator Tech Lab](#), Canada's [mHealth & eHealth Development and Innovation Centre \(MEDIC\)](#), Asian Health Information Network's regional [Standards and Interoperability Lab \(SIL-ASIA\)](#) supported by the Asian Development Bank, [Germany's eHealth Interoperability Lab](#) and [Jembi](#) in South Africa. Results of these efforts include improved capacity of human resources in digital health and greater cooperation between countries and between public and private sectors.

Through RG-T3769, SPH has supported the National Center of Health Information Systems (CENS) in Chile to create the first Regional Health Interoperability Lab in LAC as part of the "LACPASS" project, but its current scope is limited to COVID19 use-cases, including Digital Documentation for COVID19 Credentials (DDCC) and the public sector. Currently, nine countries are involved in the project², however, only one country from the Caribbean region is participating (SU) and one country from Central America (ES). To date, the project has supported 3 countries to meet EU DCC standards (CO, ES, and UY) and is actively supporting 5 more to meet the WHO standard. More support is required to provide technical assistance to these subregions and move to use-cases beyond COVID-19. Technical support provided through regional communities of practice for common challenges like the one created through RACSEL the project may be more cost-effective, as they take advantage of regional economies of scale.

In order to inform the sustainable design and scale of digital health interoperability lab and network in Latin America and the Caribbean, it is critical to understand 1) lessons learned and best practices from other laboratories and networks; 2) develop a sustainable business model; and 3) develop and sustainable and scalable governance model.

What you'll do: The primary function of this role is to develop a series of reports for the IDB related to the 1) systematization of best practices and lessons learned of global interoperability laboratories and digital health networks; and 2) recommendations for the design of a sustainable regional digital health laboratory and network. Key products & activities include:

- P1: Development of workplan, methodology and tools to achieve goals;
 - Develop a workplan and methodology to map key stakeholders, identify and systematize experiences and that should be included in the systematization report and design recommendations report
- P2: Systematization Report
 - Identify relevant global experiences related to regional/global digital health networks and communities of practice and national or regional digital health interoperability laboratories
 - Develop instrument and methodology to capture and synthesize best practices and lessons learned related to the design, implementation, and sustainability of identified experiences,
 - Compare and contrast governance models and funding mechanisms, decision making processes and the role of public-private partnerships in identified experiences in addition to the key performance metrics used by existing laboratories and networks to measure success/impact
 - Develop a set of attributes and complete a landscape analysis of potential organizations that could host an interoperability laboratory in LAC
 - Document the key services provided by each laboratory
 - Develop final report and PPT presentation with key findings

² AR, CO, EC, ES, PE, PR, SU, UY

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- P3: Design recommendation report
 - Based on findings of P2 and interviews of key stakeholders within the RACSEL network and regional public good, develop a series of design options and recommendations for the following aspects
 - Interoperability Laboratory for Digital Health
 - Governance model with key actors, roles and functions
 - Business model and sustainability framework with potential funding sources
 - Potential organizations
 - Performance Metrics
 - Regional Network for Digital Health among governments
 - Governance model with key actors, roles and functions
 - Business model and sustainability framework with potential funding sources
 - Performance Metrics
 - The report should consider:
 - Short-, medium- and long-term activities.
 - RACSEL resources / diagnostic and analysis to implement the initiative.
 - Budget for each activity and resources needed.

Deliverables:

Product 1: Workplan & outline of products 1 & 2

Product 2: Draft of P2: Systematization Report

Product 3: Draft of P3: Design recommendation report

Product 4: Final P2 and P3 (word) and summary presentations

Payment timeline:

Deliverable	% of Payment
Product 1: Workplan & outline of products 1 & 2	25%
Product 2: Draft of P2: Systematization Report	25%
Product 3: Draft of P3: Design recommendation report	25%
Product 4: Final P2 and P3 (word) and summary presentations	25%

Skills you'll need:

- **Education:** A Master's degree in communications/journalism, knowledge management, public administration or business administration, or related field;

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- **Experience:** Minimum of 10 years of professional experience working in the health sector, specifically in the context design of national/regional programs, sustainability frameworks and business models; minimum 5 years of professional experience in qualitative research and documentation of lessons learned;
- **Languages:** Advanced writing, communication and presentation skills in English and Spanish; reading of technical documents in English and Spanish
- **Core and Technical Competencies:** understanding of digital health concepts, especially related to interoperability; ability to conduct technical interviews in English and Spanish; ability to process qualitative information and synthesize into key recommendations.

Opportunity Summary:

- Type of contract and modality: PEC
- Length of contract: 50 days over 6 months
- Starting date: XXXXX
- Location: Place of Residence
- Responsible person: Jennifer Nelson, SCL/SPH
- Requirements: You must be a citizen of one of the IDB's 48 member countries and have no family members currently working at the IDB Group.

Our culture: Working with us you will be surrounded by a diverse group of people who have years of experience in all types of development fields, including transportation, health, gender and diversity, communications and much more.

About us: At the Inter-American Development Bank, we're devoted to improving lives. Since 1959, we've been a leading source of long-term financing for economic, social, and institutional development in Latin America and the Caribbean. We do more than lending though. We partner with our 48 member countries to provide Latin America and the Caribbean with cutting-edge research about relevant development issues, policy advice to inform their decisions, and technical assistance to improve on the planning and execution of projects. For this, we need people who not only have the right skills, but also are passionate about improving lives.

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Diversity: The Bank is committed to diversity and inclusion and to providing equal opportunities to all candidates. We embrace diversity on the basis of gender, age, education, national origin, ethnic origin, race, disability, sexual orientation, and religion. We encourage women, Afro-descendants and persons of indigenous origins to apply.

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Service Portfolio and Operating Manual - Regional Digital health Interoperability Lab and Networks Consultant

Background of this search: SPH/SCL is looking for a consultant to provide support for design the service portfolio and operating manual for digital health interoperability lab

The team's mission: The Social Sector (SCL) is a multidisciplinary team convinced that investing in people is the way to improve lives and overcome the development challenges in Latin America and the Caribbean. Jointly with the countries in the region, the Social Sector formulates public policy solutions to reduce poverty and improve the delivery of education, work, social protection, and health services. The objective is to advance a more productive region, with equal opportunities for men and women, and greater inclusion of the most vulnerable groups.

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In order to inform the sustainable design and scale of digital health interoperability lab and network in Latin America and the Caribbean, it is critical develop a detailed operations manual for a regional digital health interoperability laboratory

What you'll do: The primary function of this role is to develop a proposal for the Service Portfolio for the Regional Digital Health Interoperability Laboratory and the Operating Manual for a Regional Digital Health Interoperability Laboratory. Key products & activities include:

- P1: Development of workplan, methodology and tools to achieve goals;
 - Develop a workplan and methodology to map key stakeholders, documents (operational guidelines and legal frameworks, etc) and validate products
- P2: Service Portfolio
 - Based on lessons learned document, regional priorities and country needs, propose a portfolio of services to be provided by the Regional Digital Health Laboratory, such as but not limited to training, testing platforms, certifications, proof of concepts, etc
 - Validate Service portfolio with key stakeholders identified in the proposed methodology
- P3: Operating Manual
 - Review relevant IDB documents, operating procedures and legal frameworks related to the establishment and implementation of a Regional Digital Health Laboratory, in addition to legal and procurement frameworks from reference laboratories
 - Based on IDB procedures, draft an Operating Manual for the Regional Digital Health Interoperability Laboratory, including at a minimum the following aspects
 - Governance: actors, roles and functions; decision making processes; external and internal communicational aspects
 - Operational Procedures: financing and fundraising; acquisition processes and procedures; financial and auditing processes and procedures; risk management; monitoring, reporting and evaluation
 - Validate proposal with IDB and other stakeholders

² AR, CO, EC, ES, PE, PR, SU, UY

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- Develop final document and PPT presentation with key findings

Deliverables:

Product 1: Workplan & outline of products 1 & 2

Product 2: Draft of P2: Service Portfolio

Product 3: Draft of P3: Operating Manual

Product 4: Final P2 & P3 (word) and summary presentations

Payment timeline:

Deliverable	% of Payment
Product 1: Workplan & methodology	25%
Product 2: Draft of P2: Service Portfolio	25%
Product 3: Draft of P3: Operating Manual	25%
Product 4: Final P2 and P3 (word) and summary presentations	25%

Skills you'll need:

- **Education:** A Master's degree in communications/journalism, knowledge management, public administration or business administration, or related field;
- **Experience:** Minimum of 10 years of professional experience working in the health sector, specifically in the context design of national/regional programs, sustainability frameworks and business models; Minimum of 10 years working in digital health and interoperability and 5 years of working with governments in the LAC region;
- **Languages:** Advanced writing, communication and presentation skills in English and Spanish; reading of technical documents in English and Spanish
- **Core and Technical Competencies:** understanding of digital health concepts, especially related to interoperability; ability to conduct technical interviews in English and Spanish; ability to process qualitative information and synthesize into key recommendations.

Opportunity Summary:

- Type of contract and modality: PEC
- Length of contract: 50 days over 6 months
- Starting date: 1 September 2022
- Location: Place of Residence
- Responsible person: Jennifer Nelson, SCL/SPH
- Requirements: You must be a citizen of one of the IDB's 48 member countries and have no family members currently working at the IDB Group.

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Lessons Learned from Implementation - Regional Digital health Interoperability Lab and Networks Consultant

Background of this search: SPH/SCL is looking for a consultant to provide support for Lessons Learned Report from the first year of implementation of the digital health interoperability lab

The team's mission: The Social Sector (SCL) is a multidisciplinary team convinced that investing in people is the way to improve lives and overcome the development challenges in Latin America and the Caribbean. Jointly with the countries in the region, the Social Sector formulates public policy solutions to reduce poverty and improve the delivery of education, work, social protection, and health services. The objective is to advance a more productive region, with equal opportunities for men and women, and greater inclusion of the most vulnerable groups.

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Related to the digital agenda, SPH seeks to promote digital technology to create better health and social protection services that meet the individual needs of the people of LAC. Thus, in 2018, the Bank endorsed the nine Principles for Digital Development to promote development results through more sustainable and socially beneficial digital methods. SPH translated these principles into its strategic areas of action and promotes the digital transformation of health and social services through a series of resources and solutions available on the Social Digital site.

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In order to inform the sustainable design and scale of digital health interoperability lab and network in Latin America and the Caribbean, it is critical evaluate the first year of implementation, document lessons learned and recommendations for future programs.

What you'll do: The primary function of this role is to develop Lessons Learned Report from the first year of implementation. Key products & activities include:

- P1: Development of workplan, methodology and tools to achieve goals;
 - Develop a workplan and methodology to map key stakeholders, develop instruments for data collection, processing information, and developing report
- P2: Lessons Learned Report
 - Review relevant documents related to establishment and implementation of the digital health interoperability laboratory.
 - Develop framework to evaluate lessons learned from the first year of implementation
 - Conduct interviews with key stakeholders and synthesize information
 - Validate document with IDB and other stakeholders
 - Develop final document and PPT presentation with key findings

Deliverables:

Product 1: Workplan & outline of products 1 & 2

Product 2: Draft of P2: Lessons Learned Report

Product 3: Final P2 (word) and summary presentations

Payment timeline:

² AR, CO, EC, ES, PE, PR, SU, UY

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Deliverable	% of Payment
Product 1: Workplan & methodology	20%
Product 2: Draft of P2: Lessons Learned Report	20%
Product 3: Final P2 (word) and summary presentations	40%

Skills you'll need:

- **Education:** A Master's degree in communications/journalism, knowledge management, public administration or business administration, or related field;
- **Experience:** Minimum of 10 years of professional experience working in the health sector, specifically in the context design of national/regional programs, sustainability frameworks and business models; minimum 5 years of professional experience in qualitative research and documentation of lessons learned;
- **Languages:** Advanced writing, communication and presentation skills in English and Spanish; reading of technical documents in English and Spanish
- **Core and Technical Competencies:** understanding of digital health concepts, especially related to interoperability; ability to conduct technical interviews in English and Spanish; ability to process qualitative information and synthesize into key recommendations.

Opportunity Summary:

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TERMS OF REFERENCE

Digital Services for Regional Interoperability Laboratory for Health

RG-T4125

Improve Regional Interoperability in Health

1. Background and Justification

The Social Sector (SCL) is a multidisciplinary team convinced that investing in people is the way to improve lives and overcome the development challenges in Latin America and the Caribbean. Jointly with the countries in the region, the Social Sector formulates public policy solutions to reduce poverty and improve the delivery of education, work, social protection, and health services. The objective is to advance a more productive region, with equal opportunities for men and women, and greater inclusion of the most vulnerable groups.

The Social Protection and Health Division (SPH) is tasked with the preparation and supervision of IDB operations in borrowing member countries in the areas of social protection (safety nets and transfers and services for social inclusion which include: early childhood development, youth programs, care services for dependency, among others), health (health capital investment strategies, health networks strengthening, health system financing, organization and performance, etc.) and nutrition.

Related to the digital agenda, SPH seeks to promote digital technology to create better health and social protection services that meet the individual needs of the people of LAC. Thus, in 2018, the Bank endorsed the nine Principles for Digital Development to promote development results through more sustainable and socially beneficial digital methods. SPH translated these principles into its strategic areas of action and promotes the digital transformation of health and social services through a series of resources and solutions available on the Social Digital site.

Many countries in Latin America and the Caribbean (LAC) have begun or accelerated their work towards digital transformation of the health sector, especially due to the COVID19 pandemic. To harness digital tools to improve the efficiency, quality and equity of the sector, SPH works in four main areas: 1) support quality design, execution and evaluation of digital health transformation agendas & operations; 2) increase human capital in LAC for digital transformation; 3) build strategic partnerships within and outside of IDB for digital transformation; and 4) generate & disseminate knowledge for digital transformation of health services in LAC. This work is aligned to the broader SCL Digital Agenda to improve the efficiency of the sector, improve the quality of social services, and reduce inequality through digital services and is a critical area in the Health Sector Framework for Development. SPH has supported 10 countries in the creation of digital agendas and/or national roadmaps for digital health transformation, all of which include the implementation of national electronic health records and scaling up telehealth programs. One of the critical success factors of the implementation of these digital interventions is tacit understanding of interoperability standards in healthcare. While 76% of countries in the region have national norms that describe health information exchange, only 42% of have norms relating to which interoperability standards are used, and only one country has achieved health data exchange at national scale between public and private sectors (Bagolle et al, 2020).

Interoperability processes and data management systems can optimize how the many actors within a country share data with the health system. A key component of successful implementation of interoperability in healthcare is specialized human capital that all “speak the same language” and have both theoretical and practical experience. SPH has partnered with leading institutions to improve

theoretical knowledge of interoperability of within public sector, but opportunities to put this knowledge into practice, such as interoperability laboratories for health are sparse.¹ Through RG-T2422, IDB supported the creation of the American Network for Cooperation on e-Health, RACSEL, a networked of five founding governments to promote collaboration in the field of Electronic Health and share lessons learned to improve the quality of health services in LAC. RACSEL issued 5 technical guides for the region, providing a solid guide for the regions, but lacked implementation experience. Additionally, SCL has supported the interoperability of social sectors, with the creation of a maturity model and framework, provides important inputs to help countries think about integrating social determinates of health into healthcare.

A health interoperability laboratory can provide tactical interoperability experience and is defined as a facility focused on the interoperability of digital health applications where the government, private, and academic sectors can come together to test, create, innovate and connect digital health information systems through tactic experiences and common understanding to support the adoption of international standards. Health interoperability laboratories exist all over the world, some examples include the United States' Office of the National Coordinator Tech Lab, Canada's mHealth & eHealth Development and Innovation Centre (MEDIC), Asian Health Information Network's regional Standards and Interoperability Lab (SIL-ASIA) supported by the Asian Development Bank, Germany's eHealth Interoperability Lab and Jembi in South Africa. Results of these efforts include improved capacity of human resources in digital health and greater cooperation between countries and between public and private sectors.

Through RG-T3769, SPH has supported the National Center of Health Information Systems (CENS) in Chile to create the first Regional Health Interoperability Lab in LAC as part of the "LACPASS" project, but its current scope is limited to COVID19 use-cases, including Digital Documentation for COVID19 Credentials (DDCC) and the public sector. Currently, nine countries are involved in the project², however, only one country from the Caribbean region is participating (SU) and one country from Central America (ES). To date, the project has supported 3 countries to meet EU DCC standards (CO, ES, and UY) and is actively supporting 5 more to meet the WHO standard. More support is required to provide technical assistance to these subregions and move to use-cases beyond COVID-19. Technical support provided through regional communities of practice for common challenges like the one created through RACSEL the project may be more cost-effective, as they take advantage of regional economies of scale.

Through RG-T4125, IDB has established a regional laboratory for interoperability health to improve human capital and tacit understanding of international standards for interoperability and provide a testing area for emerging technologies with participation of the public and private sector actors. The Service Portfolio for the Regional Laboratory for Interoperability establishes the objectives and priorities and key services to be provided, while the operating manual establishes governance, financial and reporting mechanisms, among others.

2. Objectives

The objectives of this consultancy are to deploy and maintain a regional laboratory for interoperability according to the objectives and priorities established in the Lab's Service Portfolio for 12 months in order to improve human capital and tacit understanding of international standards for interoperability and provide a testing area for emerging technologies with participation of the public and private sector actors.

3. Scope of Services

- 3.1. The scope of services of this contact are to design and deliver the following products:
- 1) Workplan and methodology for the delivery of prioritized services;
 - 2) Deployment and maintenance of Digital Health Interoperability Laboratory & related services for 12 months; and
 - 3) Technical documentation related to services and reports

¹ One of the key activities that support hands-on learning for interoperability in health are connectathons or projectathons, which provide a detailed implementation and testing process to enable the adoption of standards-based interoperability through structured and supervised peer-to-peer testing environment.

² AR, CO, CH, EC, ES, PE, PR, SU, UY

4. Key Activities

4.1. Workplan and methodology for the delivery of prioritized services

4.2. Development and implementation of the Strategy for training and certification of human resources in digital health interoperability

4.2.1. Development and implementation of trainings

4.2.2. Execute training cycles at different levels related to health interoperability tools and standards

4.3. Deployment and maintenance of Digital Health Interoperability Laboratory & related services

4.3.1. Development and implementation of sandboxes for health interoperability testing

4.3.2. Configuration, operation, support of Proof-of-Concept Platform and Interoperability testing platform

Illustrative products may include:

1. Develop and deploy libraries, components and services for the countries participating in the laboratory.
2. Develop and deploy platform and test infrastructure for PoCs and Connectathons/Projectathons.
3. Provide configuration, operation and support services for proof-of-concepts or pre-project testing.
4. Provide configuration, operation and support services for regional PoCs and Connectathons/Projectathons

4.4. Documentation & reporting

4.4.1. Development of technical documents, specification documents and connectivity guides in Spanish and English

5. Expected Outcome and Deliverables

5.1. Program management & documentation

5.1.1. Workplan & Methodology

5.1.2. Strategy for training and certification of human capital & related materials

5.2. Improved human capital for digital health and interoperability

5.2.1. Quarterly reports detailing trainings and certifications delivered

5.3. Deployment & Maintenance of digital health laboratory and related digital services

5.3.1. Quarterly reports detailing testing events held, Proof-of-concepts designed and implemented

5.3.2. All technical documentation related to testing platform and guides

5.3.3. Final report of lessons learned

6. Project Schedule and Milestones

6.1. All products will be delivered according to the agreed upon work plan between the firm and the IDB.

7. Reporting Requirements

- 7.1. The reports must be received according to the work plan presented in the proposal of the contracted firm and must come in Spanish and English.

8. Acceptance Criteria

- 8.1. The consulting products will be accepted as long as they are in accordance with the requirements of the terms of reference and with the work proposal. The persons authorized to approve the consulting products are Jennifer Nelson.

9. Other Requirements

- 9.1. IDB Will have sole ownership of intellectual property rights of all the products prepared and delivered under this consultancy.
- 9.2. Citizenship: Citizenship or residence of one of our 48 member countries with legal permit or residence permit for in some of the countries prioritized by the project.
- 9.3. Consanguinity: You have no family members (up to the fourth degree of consanguinity and second degree of affinity, including spouse) working in the IDB Group.
- 9.4. Experience: firm with Minimum of 10 years of professional experience working in clinical informatics, and/or Digital Government. Required: 1) Experience in running international connectathons/projectathons, defining integration profiles, or digital services for interoperability; 2) Design and implementation of e-Health interoperability frameworks and profiles; 3) Development and provision of testing tools for health interoperability events; 4) Organization of international health interoperability events; 5) Training and certification of human capital in health interoperability standards.
- 9.5. Languages: Advanced writing, communication and presentation skills in Spanish and English.

10. Supervision and Reporting

- 10.1. The consulting firm will report to Jennifer Nelson, Health Specialist for Digital Solutions, team leader RG-T4125, who will provide final approval to all products. The firm will hold meetings with the Bank team every two weeks to discuss progress in the preparation of the products. Team members of RG-T4125 will provide feedback to products according to the timeline agreed to in the workplan. It shall be Firm's responsibility for ensuring that such meetings are conducted, and such reports are submitted to the Bank. All technical documentation generated, whether technical specifications, architecture, configuration guides and / or operation of the components must be available in English and Spanish.

11. Schedule of Payments

- 11.1. Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required. The Bank wishes to receive the most competitive cost proposal for the services described herein.
- 11.2. The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments.

Payment Schedule	
Deliverable	%
1. Workplan & Methodology	15%
2. Strategy for training and certification of human capital & related materials	15%
3. Semester 1 Report: human capital for digital health and interoperability & Laboratory Services	20%
4. Semester 2 report: human capital for digital health and interoperability & Laboratory Services	25%
5. Final report & links to all technical documentation and training materials	25%
TOTAL	100%