Terms of Reference (ToR)

Provision of Digital Transformation Services for the UFUQ Programme (Integrated Component)

1. Project Summary

Project Title	Digital Transformation of PGME Platforms for the Syrian Board and CSSHT (Integrated Component of the UFUQ Programme), name suggest as Syrian Training E-Platform (STEP) 
Contracting Authority	Global Health Partnerships (GHP)
Programme	UFUQ — *Upgrading and Future-proofing Human Resources for Health for Universal Health Coverage and Better-Quality Care* – Use of Flexible Procedures in Syria
Contract Type	Service Contract – Global Price
Location	Syria/Damascus/Online
Duration	20 Months
Budget	To be proposed by the applicant.

2. Programme Introduction

The **UFUQ Programme**, funded by the European Union and implemented by **Global Health Partnerships (GHP)**, aims to strengthen Syria's health workforce by improving postgraduate medical education (PGME) systems and fostering institutional sustainability. Recognising the importance of digital solutions in modernising health education, this ToR outlines the requirements for a comprehensive digital transformation initiative to support the Syrian Board, the Centre for Strategic Studies and Health Training (CSSHT), and related institutions.

This digital transformation component is a cross-cutting initiative integrated into all UFUQ programme tracks. Its primary objective is to modernise PGME delivery by developing robust digital learning platforms. This platform will be integrated with Mobile Application for Residents, serving as the central system for real-time documentation, assessments, rotations, and training activities. It will enhance monitoring of residents' clinical and academic progression, facilitate competency-based education, and explore responsible integration of Generative AI (GenAI) to support learning and research, in compliance with national regulations that ensure personal data are not shared or hosted on servers outside the country.

All data generated from the examination processes—including exam scores, analytics, and logbooks—are governed by an approved data governance framework that defines data ownership, access levels, and data-sharing protocols between the Syrian Board, CSSHT, and GHP, ensuring confidentiality, compliance, and professional use of the data.

The digital transformation also includes a **comprehensive digital assessment system**, which incorporates:

- **Electronic exams** with **secured centralized question banks**,
- **Virtual OSCE simulations** using video-based clinical scenarios,
- **Workplace-based assessments** such as Mini-CEX, DOPS, and case-based discussions using **standardized, synchronized, and secure electronic forms**, **Logabooks assessment.**
- **Analytics** to extract performance levels and identify educational gaps.
- Feedback from trainers and MSF (360 degrees assessments)

In addition to the e-learning platform, a **dedicated interactive mobile application for medical residents** will be developed, enabling real-time documentation of clinical cases and procedures, and creating an **outcomes-based electronic logbook** to track clinical experience and performance. This will support continuous assessment, provide supervisors with more precise oversight, and reinforce competency-based medical education (CBME) standards.

The application will also include a **comprehensive Scientific Training Activities Registration System**, enabling all residents to systematically log and track their educational and continuing medical education activities.

Finally, a **Resident Rotations Tracking System** on **mobile application** will be implemented to monitor all rotations of residents across departments and hospitals, allowing structured acquisition of practical experience, tracking of training periods, assigned supervisors, rotation types (Core, Subspecialty, Elective, Vacation), and ensuring alignment with Syrian Board requirements.

The mobile application should incorporate an offline functionality that allows secure local data entry and storage in the absence of internet connectivity. Once connectivity is restored, the system should automatically synchronize and upload the stored data to the central server. This feature is essential given the intermittent or limited availability of internet access in many hospitals, and it ensures continuity of use, data integrity, and prevention of data loss.

The service provider will be responsible for designing, developing, and implementing an integrated digital ecosystem that supports e-learning, content management, and institutional knowledge sharing. This will include the development of a national e-learning platform, ensure stable digital infrastructure, and enhance the Syrian Board and CSSHT's capacities for digital governance and content management, including the mobile application and ensuring its long-term sustainability.

An Enterprise Resource Planning (ERP) system will be looked upon favourably by the selection panel.

3. Project Objectives

- Develop and implement a sustainable and scalable national e-learning platform for PGME under the Syrian Board and CSSHT with international standers.
- Enhance access to high-quality digital learning resources for supervisors, residents, and healthcare professionals.
- Improve digital infrastructure to ensure stable and equitable access to learning platforms, including offline access options.
- Developing a segment of the platform designated as an electronic portfolio enables residents to submit their reflections on the learning process, while supervisors will provide constructive feedback in response.
- Developing a **mobile application for residents** that enables real-time documentation of clinical cases and **procedures, serving as an outcomes-based electronic logbook that tracks clinical experience by number, type, and results.**
- Implement a **comprehensive digital assessment system** including electronic exams, OSCE simulations, and workplace-based assessments, with performance analytics to identify learning gaps.
- Implement a **Resident Rotations Tracking System** to monitor and evaluate residents' practical experience across departments and hospitals.
- **Scientific Training Activities Registration System** to manage all educational sessions and courses, including attendance, topics, presenters, method, duration, linked competencies, supporting materials, completed courses, hours, certificates, and evaluations.
- **Explore the responsible integration of Generative AI tools to enhance learning efficiency, while ensuring ethical considerations and data security, including the development of a Generative AI governance guideline that defines ethical boundaries, data protection requirements, transparency standards, and mechanisms for human oversight.** This is contingent upon the outcomes of the needs assessment phase, after which the supplier will provide the appropriate plan accordingly
- Strengthen the digital governance and technical management capacities of the Syrian Board and CSSHT.
- Explore the possibility of linking the platform to international platforms to exchange experiences and knowledge in a global manner.
- Offer CME point for every activity on the platform like courses or lectures.

4. Scope of Work

Key Activity	Detailed Tasks
1. Digital Needs Assessment	• Conduct a comprehensive assessment of current digital infrastructure at the Syrian Board and CSSHT. • Identify gaps and requirements for digital platform development and online learning support.

	• Assess data governance readiness, data quality management, and interoperability with existing national or GHP systems
2. Platform Development	• Design and develop a national e-learning platform, preferably by upgrading the SBOMS system under the Syrian Board or developing a new dedicated PGME platform. • Multilingual support is confirmed, with the platform providing a complete Arabic user interface while operating on an English-based backend to ensure technical consistency and seamless system integration. • Ensure the platform offers intuitive UI/UX design, content management systems, discussion forums, assessment tools, and analytics dashboards. • the platform must include metadata tagging and documentation to make sure the datasets are easy to find, reusable and catalogued • Integrate security measures to ensure data privacy and compliance with local and international digital governance standards and other applicable frameworks. • Ensure protocols are established for user authentication, role-based access, and audit trails • Ensure GESI (Gender Equality and Social Inclusion) are considered in the design ensuring inclusive accessibility for users with disabilities and digital technology access. • To deliver a Data Architecture Blueprint with ERD designs - to show how the platform, mobile app and assessment systems integrate. This would help any future scaling plans and align with our interoperability standards • Preferred development technologies: A custom-built system tailored to the specific needs of the Syrian Board is preferred over off-the-shelf solutions. • Hosting strategy: Local server hosting within the country is required. • Accessibility standards: Accessibility compliance (e.g., WCAG 2.1) is not a current priority at this stage.
3. Content Integration	• Upload all PGME Diploma modules and related learning materials to the platform. • Upload Online training and workshop, Online Lectures, Electronic books. • Medical education websites, E portfolio. • Ensure content is available both online and offline for self-paced learning and long-term access beyond the project's lifetime.
4. Internet Access and Connectivity	• Provide stable internet access at CSSHT and affiliated health facilities. • Where institutional access is not possible, propose and implement individual internet allowance mechanisms for trainees.
5. Explore GenAI Integration	• Assess the effectiveness and appropriateness of GenAI tools for enhancing learning outcomes. • Introduce GenAI tools incrementally, ensuring ethical review mechanisms, including human oversight in application, and maintaining alignment with educational objectives. (A pilot phase with evaluation metrics is recommended) • AI Ethical Risk assessment and pilot evaluation metrics as certain considerations must be taken into account (e.g. making sure GenAI tools exclude personally identifiable information) *Please note that this is contingent upon the outcomes of the needs assessment phase, after which the supplier will provide the appropriate plan accordingly*
6. Capacity Building Support and Sustainability	• Train Syrian Board and CSSHT staff on digital governance, platform administration, and content management for long term sustainability. • Provide ongoing technical support and mentorship throughout the implementation period. • Prepare a sustainability plan, encompassing the local capacity building plan, open-source tools, handover procedures, and post project support options.
7. Risk Management Strategy	• Identify risks and mitigation thereof, including but not limited to low digital literacy, infrastructure failure, power/internet outages, data loss etc.
8. Monitoring and Evaluation	• Establish digital monitoring and reporting systems based on Syrian Board requirements and guidance, including to assess platform usage, track learner

	progress/ outcomes, institutional adoption, user feedback loops, satisfaction, GESI participation metrics and adaptive learning analytics. • Provide regular updates on progress and propose corrective measures as needed.
9. Mobile Application for Clinical Training	• Design and develop a mobile application for residents to enable real-time documentation of clinical cases and procedures. • Integrate the app with the main platform to allow synchronized data exchange and supervisor feedback using APIs • Develop an outcomes-based electronic logbook to track clinical experience, procedures, and competencies by number, type, and outcomes. • Ensure secure data storage and offline functionality to support field use in low-connectivity environments. • Provide user training and technical support for the mobile application.
10. Digital Assessment System	• Electronic exams with secure centralized question banks. • Virtual OSCE simulations using clinical scenario videos. • Workplace-based assessments: Mini-CEX, DOPS, Case-based Discussion with standardized electronic forms. • Analytics to extract performance levels and educational gaps. • To consider aggregated performance metrics disaggregated by gender, region, specialty, etc as these would be needed for decision making and for equity monitoring.
11. Resident Rotations Tracking System	• Track all residents' training rotations, including start and end dates, department or specialty, training location (hospital/clinic), supervising physician, and rotation type (Core, Subspecialty, Elective, Vacation).
12. Scientific Training Activities Registration System	• All residents can log educational sessions and courses, attendance, topics, presenters, method, duration, competencies, supporting materials, completed courses, hours, certificates, evaluations
13. Technical Support & User Enablement System Development	• Implement an integrated technical issue tracking system for timely identification, reporting, and resolution of platform-related problems. • Provide a user-facing reporting interface for learners and instructors to submit issues. • Enable automatic logging of client- and server-side errors and real-time forwarding to the designated ticketing or support system. • Enrich each report with metadata (device details, browser information, course context, timestamps) to support efficient troubleshooting. • Develop an administrative dashboard to monitor, categorize, and track issue status, enabling systematic incident management and improving platform reliability and user experience. • Create an animated explainer video demonstrating key platform and mobile application features, navigation, and support options.

5. Mode of Delivery

The digital transformation activities will be implemented through a **hybrid delivery model**, combining onsite engagement with the CSSHT and Syrian Board teams and remote support provided through digital collaboration platforms. This approach ensures both hands-on technical assistance and flexible, ongoing remote support throughout the project duration.

The initiative will employ a range of **delivery channels**, including in-person consultations, virtual workshops, and continuous online technical support to facilitate knowledge transfer and capacity building. The developed platform will offer **full online access** to all learning materials, complemented by offline access options to ensure that users can continue learning regardless of internet connectivity challenges.

The **language of delivery** for platform interfaces and training sessions will be Arabic to ensure accessibility and ease of use for local stakeholders, while technical documentation and advanced resources will be provided in English when required.

6. Beneficiaries

The primary beneficiaries of this initiative are the **technical teams of the Syrian Board and the Centre for Strategic Studies and Health Training (CSSHT)**, who will receive direct support to strengthen their digital governance, platform management, and content administration capacities. In addition, the initiative will benefit **PGME supervisors, residents, and healthcare professionals**, providing them with improved access to high-quality digital learning platforms and resources. This will enable them to enhance their clinical and leadership competencies through modern, flexible, and accessible digital education solutions.

7. Deliverables and Timeline

Deliverable	Description	Deadline/Frequency
Digital Needs Assessment Report	Comprehensive assessment outlining infrastructure gaps and requirements.	Within 3 months of contract start.
Developed and Operational E-Learning Platform	Fully functional platform with all Diploma modules uploaded and accessible. This includes: - integrated analytics, data quality monitoring tools. - documented metadata standards	Within 6 (5 months + 1 month for testing by users) months
Mobile Application for Medical Residents	Fully functional mobile app integrating: - Digital Assessment Systems - Resident Rotations Tracking System - Scientific Training Activities Registration System Includes real-time clinical documentation and outcomes-based logbook	Within 6 months (5 months+ 1 month for testing by users) months
Offline Content Package	Complete set of learning materials available for offline access.	Within 8 months
GenAI Integration Feasibility Report	Assessment of GenAI tools and phased integration plan.	Within 12 months
Quarterly Progress Reports	Updates on platform development, training, and usage statistics.	Quarterly
Final Report	Summary of outcomes, lessons learned, and sustainability plan.	Within 30 days of contract completion
Proposed Deliverable:	"Conduct targeted training sessions for SB and CSSHT teams, accompanied by a sustainability plan outlining knowledge transfer, system ownership, and ensuring ongoing operational capacity of the teams."	**Initial Training Delivery:** Within 6 months of project initiation. **Sustainability Plan Submission:** Within 12 months of project initiation.

8. Reporting Requirements

Report Name	Timeline	Details
Monthly Updates	By the 7th calendar day of the following month	Online progress meeting outlining: - Activities completed. - Platform development progress. - GESI participation updates.
Quarterly Progress Reports	By the 15th calendar day of the following quarter	- Status of platform deployment and content uploads. - Training sessions conducted. - Usage analytics and adoption challenges.

Deliverable-Specific Reports	By 15 days after each deliverable	- Documentation and supporting evidence for each deliverable.
Final Report	Within 30 days after contract completion	- Comprehensive summary of activities, outcomes, and sustainability measures.

9. Expertise Required

- Registered and experienced **Digital Development Agencies or Companies** with a proven record of accomplishment in designing and implementing large-scale e-learning platforms and mobile applications.
- Expertise in developing education technology solutions for low-resource and conflict-affected settings.
- Strong capacity in digital security, data governance, and user-friendly platform design.
- Experience integrating emerging technologies such as AI into education platforms, ensuring ethical and responsible use.
- Examples of success stories in developing electronic platforms for education, especially medical, in similar environments.
- Proven capacity to deliver hybrid support models and conduct technical capacity building for institutional partners.
- Experience in data governance, interoperability, and analytics systems

10. Evaluation and Scoring Criteria (Best Value for Money)

Proposals will be evaluated by a committee against predefined criteria, using the Most Economically Advantageous Tender (MEAT) principle (quality-price ratio). Evaluation steps include: first a review of eligibility/exclusion, then a technical evaluation, then a financial evaluation for only those proposals that pass the technical minimum.

Technical Criteria (≥70% of score): The following criteria and weights will apply (total technical = 80 points if using 80/20 weighting):

- *Institutional Experience and Capacity* (25 points): Track record in digitizing institutions in conflict settings, supporting e-learning platforms and medical education software's, size and competence of the organization, past project performance.
- *Quality of Proposed Team* (25 points): Qualifications and relevance of key experts (e.g. programming engineers, computer engineers previous experience in similar projects, previous experience in delivering relevant training to organizations or government institutions).
- *Approach and Methodology* (20 points): Clarity and suitability of the proposed development options of e-learning platforms, Cost efficiency and sustainability of digital solutions responding to digital needs assessment
- *Experience in Context* (10 points): Prior work in conflict/fragile settings, and with EU donors (especially in health/education).
- *(Total Technical = 80 points)*

Technical proposals must score at least 70% of the technical score (56/80) to be considered further. Scores are assigned based on quality, feasibility, and relevance of the proposal. Preference is given to approaches that emphasize sustainability, localisation of the programme, and robust capacity building.

Financial Criterion (20 points): The financial proposals will be scored out of 20 points (if using 80/20 weighting). The lowest-priced acceptable offer receives the full 20 points; others are scored proportionally (price score = lowest price / tender price × 20). Cost realism and compliance with EU budgeting rules will be checked. (It should be noted the budget realism/coherence, value for money and the management /staff capacity will be considered in relation to the technical proposal).

Combined Score: The final ranking is based on the sum of weighted technical and financial scores. The tender with the highest total score (best value for money) will be recommended for award, subject to any clarifications and GHP/EU approval.

11. Instructions for Proposal Submission

- Language and Format: All proposal documents must be in English or Arabic. The proposal should consist of two separate parts:
    - Technical Proposal (without any pricing information). Include cover letter, detailed technical approach (see Annex 1 template), work plan, and CVs of key staff.
    - Financial Proposal (budget breakdown, total cost in EUR). Use the format in Annex 2. Do not include financial details in the technical proposal.
- Submission Method: As this is an open tender, proposals must be submitted electronically via email to procurement@globalhealthpartnerships.org (reference "UFUQ Digital Transformation RFP" in subject). Proposals must be sent *as separate PDF attachments* for technical and financial parts. Late submissions will not be considered.
- Deadline: Proposals must be received by [Time Zone, e.g. 17:00 GMT,] [Date – e.g. 30 days after issue]. (Exact deadline to be announced.) Submissions received after this cut-off will be automatically rejected.
- Proposal Validity: Bidders must keep their offer valid for at least 90 calendar days after the deadline.
- Acknowledge and Confirm: The cover letter must explicitly acknowledge and accept all RFP terms (including PRAG conditions) and confirm the declared prices and timelines.
- Contact for Clarifications: All questions or requests for clarification must be submitted in writing to the Procurement Office of GHP (see below) no later than [two weeks before the submission deadline]. Answers will be shared with all registered bidders. There will be an information session to be announced at least 20 days before the deadline. Please do not contact any other GHP staff or evaluation committee members.

12. Contract Value and Payment Terms

The total contract value for this service will be a fixed-price contract, in accordance with EU procurement and financial management regulations. The payment schedule is structured to ensure timely delivery of outputs and satisfactory performance of services.

- Total Contract Value: [To be proposed by the applicant and subject to negotiation and final approval by the Contracting Authority.]
- Payment Schedule:
    - 15% upon delivering satisfactory need assessment report with clear plan
    - 30% upon satisfactory completion of the portal (E-Learning Platform)
    - 35% upon satisfactory completion of the Mobile Application.
    - 20% upon 2 months of satisfactory report received from the Syrian Board after final delivery pf all products.

Note: All payments are contingent upon submission of high-quality deliverables and formal validation and approval by the Contracting Authority. GHP reserves the right to withhold or delay payments if deliverables do not meet the required standards or timelines.

13. Annexes

- Annex 1: Technical Proposal Template
- Annex 2: Financial Proposal Template

Please ensure all annexes and the above sections are thoroughly addressed in your proposal. Incomplete proposals may be disqualified. We look forward to your submissions and thank you for your interest in strengthening PGME in Syria.