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TERMS OF REFERENCE

Health Innovation Consultant (Health Initiatives)

CONTRACT MODALITY	Individual Consultancy
DUTY STATION	Stockholm, Sweden (remote with travel)
DURATION OF CONTRACT	8 months

Purpose of Assignment

The Health Innovation Specialist consultant will sit within UNICEF's Office of Innovation (Health Initiatives, Solutions team). The Office of Innovation works with governments and partners to identify, validate and scale transformative programmatic approaches that improve child health outcomes.

The purpose of this consultancy is to strengthen the Health Initiatives portfolio within OOI across three mutually reinforcing pillars: (1) initiative development and country engagement, serving as country focal point for the AI-enabled Community Health Workers (AI-for-CHWs) initiative and supporting the development of further frontline initiatives, including innovation in care for childhood noncommunicable diseases (NCDs), sustainable financing models for health innovation, and AI-enabled diagnostics; (2) resource mobilisation, developing the proposals, investment cases and partnership opportunities required to sustain and grow the portfolio; and (3) ecosystem strengthening, identifying gaps in the health innovation ecosystem and addressing them through studies, market intelligence and evidence generation.

The consultant will work across governments, implementing partners, academia and the private sector to understand and drive country demand, support government prioritisation decisions, guide solution design, mobilise resources, generate evidence, and develop scalable approaches for integrating innovation, including AI, into primary healthcare systems.

The consultant will work closely with UNICEF Country Offices, Programme Group, Centres of Excellence, Supply Division, Regional Offices, governments, technology companies and global partners to establish UNICEF as a trusted advisor helping governments navigate the rapidly evolving health innovation and AI ecosystem.

Scope of Work

Under the supervision of the Innovation Manager (Health), Office of Innovation (Solutions team), the consultant will deliver across three workstreams with defined deliverables and key performance indicators (KPIs). The estimated level of effort is 110 working days over the eight-month assignment, distributed indicatively across initiative development and country engagement (50%), resource mobilisation (25%) and ecosystem strengthening (25%). Priority initiatives and countries will be agreed at inception, building on existing work and relationships. The consultant will independently manage defined work packages, coordinate stakeholders, identify bottlenecks and deliver agreed outputs, while UNICEF retains strategic direction and prioritisation.

Your main responsibilities will be:

1. Initiative development and country engagement

Serve as the country focal point for the AI-for-CHWs initiative, under the direction of the Initiative Lead, supporting participating Country Offices and governments in moving from opportunity identification to government-owned, system-integrated programmes.

Act as the day-to-day coordination point between the initiative and participating Country Offices, coordinating engagement with governments, Centres of Excellence, suppliers, innovators and implementing partners.

Facilitate assessments of country readiness and priority health system functions, and support prioritisation based on feasibility, potential impact, national priorities and sustainability. Apply lean innovation through explicit hypotheses, proportionate testing and structured learning loops; agree learning questions with the Evidence team, document

findings and adapt work packages with the Initiative Lead.
Contribute to the development and iteration of the initiative's solution architecture with the Human-Centred Design team, supporting the Initiative Lead in preparing country opportunity roadmaps and phased implementation strategies covering people, processes, technologies, governance and financing.
Apply the same approach to further frontline initiatives in the portfolio, including innovations in care for childhood NCDs, and AI-enabled diagnostics among others, preparing opportunity and decision briefs that set out demand, readiness, ownership, indicative costs, financing options and the next decision required.
Coordinate co-design of service delivery models and their integration into existing digital health architecture, clinical workflows, supervision models and operational systems.
Support governments to institutionalise initiatives within national health strategies, digital health roadmaps and sustainable financing arrangements, facilitating the transition from pilots to government-owned programmes.
Key performance indicator: number of countries and initiatives with an agreed opportunity roadmap or decision brief, with the consultant serving as active focal point.
2. Resource mobilisation for the Health Initiatives portfolio
Identify, qualify and maintain a pipeline of resource mobilisation opportunities (donors, foundations, corporate partners and internal UNICEF funding windows) relevant to the portfolio, working with Partnerships, Communications and the Venture Fund.
Lead the drafting of funding proposals, concept notes and investment cases in collaboration with the Solutions team, Country Offices and technical partners, including the innovation components of corporate partnership proposals, with a target of two complete packages over the contract period.
Develop donor engagement materials, strategic briefs and partnership proposals, and support donor meetings and partnership negotiations.
Aggregate country demand signals and portfolio results into cases for investment, and align proposals with organisational priorities and co-financing opportunities across UNICEF divisions, regional and country offices.
Key performance indicator: number of quality funding proposals, concept notes and investment cases developed and submitted (measured on volume and quality of submissions, independent of award outcomes).
3. Strengthening the health innovation ecosystem
Identify gaps in the health innovation ecosystem and address them through studies, market intelligence and knowledge exchange, generating the evidence needed to build the business case for scalable solutions.
Design and conduct, with the Evidence team, one study addressing a critical ecosystem unknown, such as costing, willingness and ability of governments to pay, sustainable financing models for frontline services such as medical oxygen, or market readiness for AI-enabled diagnostics.
Shape supply-side markets: help define common functional architectures that multiple vendors can build toward, and aggregate country demand signals to inform technology development and market shaping.
Produce implementation guidance, case studies and other knowledge products documenting lessons learned across countries; support communities of practice and represent UNICEF in technical discussions with governments, multilaterals, academia and technology partners.
Undertake field travel as required to support country engagement, evidence generation and partner engagement.
Key performance indicator: number of studies and knowledge products completed and disseminated.
All deliverables are subject to review and certification by the supervisor. UNICEF retains leadership of the initiatives and authority over partnership commitments, financing awards and government adoption are decisions of the relevant authorities.
The assignment is remote/home-based, with travel as agreed with the supervisor: one planning mission to Stockholm, Sweden (5 working days, Month 1) and two field missions of 7 working days each in 2027. Travel will be arranged in accordance with UNICEF policies and procedures on consultant travel.

Work Assignments Overview	Deliverables/Outputs	Delivery deadline to complete the deliverable
1 Inception report and workplan	Inception report and eight-month workplan identifying priority initiatives, existing work to use, defined work packages, outputs, acceptance criteria, responsibilities, dependencies and review points. Include Country Office coordination and travel plans, a resource mobilisation pipeline, and learning questions and the study scope agreed with the Evidence team. • Travel to Stockholm, Sweden: 1 trip, 5 days	10 January 2027 – 8 days
2 Solution architecture and decision package	Updated solution architecture and decision tools building on existing work: frontline service journeys, demand, system functions, readiness, indicative total costs and sustainable financing options. Apply the tools in one stakeholder working session with the Human-Centred Design team and technical colleagues; document feedback, revisions and outstanding questions.	10 February 2027 -16 days
3 Funding proposal 1	First funding proposal, concept note or investment case, with expected results, delivery arrangements, indicative budget, financing gap and sustainability case; include one tailored donor brief or presentation. Incorporate Partnerships, Communications and Venture Fund input, submit for internal clearance and record follow-up actions.	9 March 2027- 14 days
4 Country engagement packages	Two completed work packages from the agreed plan, such as service co-design, an opportunity roadmap or solution-options assessment. Each includes a practical output and decision brief covering demand, ownership, readiness, indicative costs, financing and next actions, with stakeholder feedback and one documented refinement. Include the field mission 1 report; country coverage follows agreed priorities. • Field mission 1: 1 trip, 7 days, to a priority country	10 April 2027 -18 days
5 Ecosystem study	One focused study or market analysis addressing an agreed adoption, affordability, market-readiness or sustainable-financing question. Develop the method with the Evidence team; document sources, limitations, findings and practical implications, incorporate their review comments, and show how the findings inform an initiative decision or delivery adjustment.	10 May 2027 – 18 days
6 Funding proposal 2	Second distinct funding proposal, concept note or investment case with a tailored donor brief or presentation, incorporating implementation learning and evidence. Include expected results, indicative budget, financing gap and sustainability case; document relevant teams' input, submission for internal clearance and an updated opportunity pipeline with feedback, owners and next actions.	10 June 2027 – 14 days
7 Implementation support package	Consolidated implementation and learning package: updated service-model tools and decision briefs showing refinements from country engagement and field missions, readiness and validation requirements, indicative costs, financing routes, next steps and owners. Document follow-up on agreed actions and the conditions for adoption after validation; include the field mission 2 report. • Field mission 1: 1 trip, 7 days, to a priority country	9 July 2027 – 12 days
8 Knowledge products and final report	Implementation guidance and end-of-assignment report consolidating reusable tools, delivery lessons, evidence implications and recommendations across the three workstreams. Provide an organised editable handover package with outstanding actions and decisions, incorporate Human-Centred Design and Evidence team input, and deliver one knowledge-sharing session for OOI and Country Office colleagues.	29 July 2027 – 10 days

Payment Schedule:

Payment will be made on submission and acceptance of deliverables. UNICEF reserves the right to withhold payment in case the deliverables submitted are not up to the required standard or in case of delays in submitting the deliverables on the part of the consultant.

Important Notes

- Individuals engaged under a consultancy or individual contract will not be considered "staff members" under the Staff Regulations and Rules of the United Nations and UNICEF's policies and procedures and will not be entitled to benefits provided therein (such as leave entitlements and medical insurance coverage). Their conditions of service will be governed by their contract and the General Conditions of Contracts for the Services of Consultants and Individual Contractors. Consultants and individual contractors are responsible for determining their tax liabilities and for the payment of any taxes and/or duties, in accordance with local or other applicable laws.

- Contracts are conditional upon the selected candidate's willingness to comply with any current or future vaccination requirements that may be established by UNICEF, where applicable. Failure to comply with applicable vaccination requirements, where required and without an approved medical exemption by UNICEF, may result in the withdrawal of the consultancy offer or termination of the contract in accordance with the General Terms and Conditions of Contract.

- UNICEF offers reasonable accommodation for consultants with disabilities. This may include, for example, accessible software, travel assistance for missions or personal attendants. We encourage you to disclose your disability during your application in case you need reasonable accommodation during the selection process and afterwards in your assignment.

QUALIFICATIONS / SPECIALIZED KNOWLEDGE / EXPERIENCE/ COMPETENCIES (CORE/TECHNICAL/FUNCTIONAL) / LANGUAGE SKILLS REQUIRED FOR THE ASSIGNMENT

Minimum requirements:

- Education:
    - Advanced university degree (Master's or higher) in public health, health sciences, health systems, innovation management, biomedical sciences, international development, engineering, business administration or a related discipline. A first-level university degree with two additional years of qualifying experience may be accepted in lieu of the advanced degree.
- Work Experience:
    - At least five years of relevant professional experience in health innovation, programme implementation, innovation management or health systems strengthening innovations. Demonstrated experience translating innovation concepts into practical workplans and outputs; applying lean innovation, iterative experimentation or adaptive management; and coordinating technical partners, innovators and implementing organisations. Ability to independently deliver defined work packages, identify bottlenecks and adapt activities based on evidence.
    - Mandatory prerequisite: Prior experience supporting deployment of innovations at the frontline and supporting resource mobilisation to sustain those innovations. Applicants must identify the Country Offices, innovations, their own contribution and the resource mobilisation support provided
- Language requirement:
    - Excellent written and verbal communication skills in English; proficiency in additional UN languages is an asset.
- Skills:
    - Practical innovation management, including formulating hypotheses, planning proportionate tests,

documenting learning and adapting delivery. Working knowledge of primary health care and service delivery in resource-constrained settings. Ability to assess feasibility, readiness, indicative costs and sustainable financing; synthesise evidence and landscape findings; and translate specialist input into actionable service models and decision briefs. Strong coordination, facilitation and communication skills, with the ability to work independently within a small multidisciplinary team.

Desirables:

- Experience supporting innovation in low- and middle-income countries and working across health innovation domains, such as digital health, AI-enabled solutions, community health systems, medical oxygen, diagnostics or other medical technologies. Training in human-centred design, implementation science or innovation management is an asset. Deep specialisation in a single technology is not required.

Technical proposal requirement

- A technical proposal of up to five pages covering the three workstreams, high level workplan and sample learning loops. Include a CV and cover letter with examples supporting the five criteria and mandatory experience requirements. Submit a separate all-inclusive financial proposal by deliverable, showing professional fees.