TERMS OF REFERENCE: CONSULTANCY TO ASSESS, RESTORE, UPGRADE AND STRENGTHEN THE AMREF LEARNING MANAGEMENT SYSTEM (LMS) FOR PEP UGANDA

Activity	Consultancy to assess, restore, upgrade and strengthen Amref's existing Learning Management System (LMS) and related Amref Connect digital learning functions, primarily for the PEP Uganda project.
Introduction	Cardiometabolic diseases (CMDs) are the number one cause of deaths globally. The prevalence and incidence of CMDs is increasing rapidly in low and middle-income countries, placing high demand on fragile health systems. NCDs account for 33% of all deaths in Uganda, and cardiometabolic disorders cause 8% of deaths. Among the major challenges for the delivery of CMD care are the shortage of healthcare providers with the appropriate training and skills, and an already overburdened workforce. This makes it necessary to strengthen the human resources component of the health system to reduce the burden of CMDs for people living in vulnerable positions in Uganda. To respond to this trend, Amref Health Africa in Uganda is implementing the 3-year PEP Uganda Project. A key programme focus is strengthening the adoption of innovative teaching approaches, including Online and Blended Learning (OBL), digital learning platforms, mobile-enabled learning and institutional digital education capacity. Amref has an existing Learning Management System (LMS) and related Amref Connect digital learning functions that need to be assessed, restored, upgraded and strengthened so that they can reliably deliver PEP Uganda training and serve other Amref programmes. Amref Health Africa in Uganda therefore seeks to engage an independent consultant to carry out this work. This ToR sets out the objectives, scope, deliverables and terms of that consultancy.
Outcomes	1. Restored, upgraded and secure Amref LMS running on Amref-controlled hosting and domain. 2. An interoperable, institutionally owned and scalable platform linked to Amref Headquarters, national systems and partner LMSs. 3. Approved PEP courses live, with learners and partner institutions onboarded. 4. Real-time monitoring of learner progress and PEP project indicators. 5. Amref staff and partner institutions able to manage and use the LMS sustainably.
Objectives	To provide specialized capacity-building and digital technology support to Amref Health Africa in Uganda, mainly to the PEP Uganda project. The consultant will assess, restore, upgrade and strengthen Amref's existing LMS, Amref Connect, online and blended learning (OBL) systems, digital training and institutional learning capacity. The consultant will also support other Amref programmes that need digital learning services, and contribute technical expertise to project development and proposals.
Specific Objectives	1. Assess, restore, upgrade and secure the existing Amref LMS and Amref Connect learning functions for the PEP Uganda project. 2. Deploy approved courses and onboard learners and partner institutions on the platform. 3. Build the capacity of Amref staff and partner institutions to manage and use the LMS sustainably. 4. Provide digital learning support to other Amref programmes and contribute technical expertise to proposals.

	5. Build the LMS as an interoperable, institutionally owned and scalable platform that can link with Amref Headquarters and other LMSs, notably UHPAB, MoES, MoH, UCMB and UPMB; automatically follow up past and future learners; host courses from other content developers; and be commercialized by Amref in future.
Scope of Work	Reporting to the Health Professional Education Specialist and working closely with the Amref Health Africa technical team, the consultant will carry out the following tasks on Amref's existing LMS: **A. Assessment and redesign of the existing Amref LMS** 1. **Requirements and gap assessment:** Review the existing Amref LMS, including its current functions, content, users, performance and known problems. Consult Amref staff, partner training institutions, faculty, health professionals and learners on what the platform must do for PEP Uganda and other programmes. Submit an inception report with a gap analysis and agreed improvement requirements for Amref's approval. 2. **System architecture review and redesign:** Assess the current platform version, plugins, integrations and system set-up. Recommend and document the upgrades, redesign or new features required in a system design document covering user roles, course structure, integrations and scalability. 3. **Hosting and domain review:** Review the current hosting, domain, storage, backup and uptime arrangements and fix any weaknesses. Recommend changes where hosting is unreliable, costly or not under Amref's control. Ensure all hosting, domain and licence accounts are registered in Amref's name. 4. **Restoration, upgrade and configuration:** Restore any lost or non-functional features, then upgrade and configure the LMS and relevant Amref Connect functions, including user management, course enrolment, assessments (pre and post), certificates and reporting tools. Migrate existing data where required. 5. **Security and data protection:** Carry out a security review of the existing platform and close the gaps found, including access controls, secure log-in, encryption, software updates and audit trails. Ensure compliance with the Data Protection and Privacy Act, 2019 and Amref's data and ICT policies. 6. **Interoperability:** Design and test links between the LMS and relevant national systems as agreed with Amref, including recording health workers who complete accredited modules so they can earn Continuing Professional Development (CPD) points recognized by the relevant professional councils and regulatory bodies for renewal of annual practicing licences. The LMS should link with DHIS2, Supra Hub, eHealth Uganda and other relevant systems for tracking OBL in the country. It shall also be interoperable with the Amref Health Africa Headquarters LMS and other Amref and partner LMSs (including Amref International University platforms, UHPAB, MoES, MoH, UPMB, UCMB and others), using recognized e-learning and data-exchange standards (such as SCORM, xAPI, LTI, open APIs and single sign-on), so that courses, learner records, completion data and certificates can be shared and recognized across platforms without manual re-entry. 7. **User acceptance testing:** Prepare test plans and run functional, security and user acceptance testing of the upgraded platform with Amref staff and selected users. Resolve all identified issues before relaunch and submit a test report. 8. **Monitoring and Evaluation (M&E) system:** Develop an integrated, real-time M&E tracking system that captures and displays progress against all PEP Project indicators. The system should track participant registration, demographics, enrolment and course completion by institution and district;

	provide secure, institution-specific access to monitor utilization and completion rates; and feature an interactive dashboard showing progress towards targets, indicator performance and overall project achievements in real time. It should also support timely reporting and identification of implementation gaps to inform decision-making. Include a repository for CMD experts, research, project pictures etc. 9. **Automated learner follow-up:** Build automated follow-up functions for both past and future learners, including scheduled email, SMS and/or WhatsApp reminders for incomplete courses, notifications of new and refresher courses, CPD renewal reminders, post-training follow-up surveys, and re-engagement of learners who completed earlier courses. Follow-up messages shall be configurable by Amref administrators without the consultant's involvement. 10. **Independence from individuals:** Design, configure and document the LMS so that it does not depend on any single individual, including the consultant, for its operation, maintenance or administration. All administrator rights shall be held by Amref institutional accounts, with at least two trained Amref administrators, documented standard operating procedures, and no undisclosed personal accounts, passwords or proprietary code that would limit Amref's ability to run, upgrade or transfer the system. 11. **Possibility of commercialization:** Design the LMS so that Amref can, in future, offer paid courses and services to external learners and institutions. This includes configurable course pricing, online payment integration (including mobile money), discount and sponsorship codes, institutional subscriptions and revenue reporting. Provide a short options note on possible commercialization and business models for Amref's consideration. **B. Deployment and use** 12. **Course development and deployment:** Support digitization, uploading, configuration and management of approved CPD, cardiometabolic disease (CMD) and other project-related training courses, and review existing courses on the platform. Configure the LMS so that Amref can easily add other courses, including those developed by Heroes and other partners, faculty and content developers, using standard course formats (such as SCORM and xAPI), with clear content-provider roles, branding and reporting for each provider. 13. **Learner and institutional onboarding:** Coordinate registration, orientation, user access and technical support for new and existing students, health professionals, faculty and participating institutions. 14. **Mobile and inclusive learning:** Ensure the LMS works with LEAP mobile learning for both smartphone and basic feature-phone users, to widen training access in low-resource settings. 15. **Amref Connect integration:** Provide technical support for the appropriate use of Digital Surveys, the Toll-Free Call Centre and Social Media/Chatbots to strengthen training, communication and beneficiary engagement. 16. **Monitoring and analytics:** Set up or improve learner tracking, course completion monitoring, digital dashboards and platform performance reporting. **C. Capacity building, documentation and handover** 17. **Capacity building and technical assistance:** Train and mentor Amref staff, faculty and institutional focal persons in platform administration, course management, digital learning delivery and sustainable system use. 18. **Documentation and handover:** Update or produce user manuals, an administrator guide and technical documentation for the upgraded platform. Hand over to Amref all customizations and source code, system configurations,

	databases, hosting and domain accounts, licences and administrator credentials, and provide post-handover support for one (1) month. 19. **Cross-project and proposal support:** Provide digital learning technical assistance to other approved Amref projects and contribute relevant LMS and Amref Connect solutions, technical specifications and budget inputs to project proposals and workplans.
Key Stakeholders	1. Amref Health Africa in Uganda staff (PEP Uganda team, ICT and technical team) 2. Amref Health Africa Headquarters and Amref International University 3. Partner health training institutions, faculty and institutional focal persons 4. Health professionals and learners (students and in-service health workers) 5. Ministry of Health (MoH), Ministry of Education and Sports (MoES) and UHPAB 6. Professional councils and regulatory bodies (for CPD recognition) 7. UCMB, UPMB and other partner LMS owners and course developers (including Heroes)
Methodology	The consultant will use a participatory, phased approach, with Amref approval at each stage: 1. Inception: document and system review of the existing LMS, and consultations with Amref staff, partner institutions, faculty, health professionals and learners, leading to an inception report and gap analysis. 2. Design: system architecture, security and hosting review, documented in a system design document for Amref approval. 3. Build: restoration, upgrade, configuration, data migration and integration of the LMS and Amref Connect functions on Amref-controlled hosting. 4. Testing: functional, security and user acceptance testing with Amref staff and selected users, with all critical issues resolved before relaunch. 5. Deployment: course uploading, learner and institutional onboarding, and set-up of M&E dashboards and automated follow-up. 6. Capacity building and handover: training and mentoring of Amref administrators and focal persons, documentation, full handover and one month of post-handover support.
Assignment Duration	The assignment will run for three **(3) months**, from **1 December 2026 to 28 February 2027**. Reports shall be submitted within one (1) week after completion of each assigned activity. Delays beyond the completion date attract liquidated damages of 1% of the contract sum per extra calendar day, for up to 10 calendar days, after which the contract will be terminated.
Proposed team Externally	1. LMS Consultant (to be engaged). 2. Designated software engineers from UHPAB/MoH/MoES, for access rights. Amref will compensate them for their time outside of the consultancy contract.
Proposed team Internally	1. Dr. June Patrick Bigirwa – Health Professional Education Specialist (supervisor). 2. Valentine Ojoro – PEP Uganda Program Coordinator. 3. Amref Health Africa in Uganda technical and ICT team.
Consultant Qualifications and Experience	The consultant shall have the following qualifications and experience relevant to the assignment.

	Education and certification • A Bachelor's degree in Computer Science, Information Technology, Software Engineering, Information Systems or a closely related field (required). • Professional certification in LMS administration (e.g. Moodle), cloud hosting, information security or IT service management (added advantage). **Professional experience** • At least five (5) years of hands-on experience designing, deploying, upgrading and administering learning management systems, preferably Moodle or similar open-source platforms, including restoring and migrating existing systems and data. • At least two (2) similar assignments for health training institutions, NGOs, universities or government in Uganda or East Africa, with verifiable references. • Proven experience integrating LMSs with other systems using SCORM, xAPI, LTI, open APIs and single sign-on; experience linking with DHIS2, national health information systems or CPD tracking systems is a strong advantage. • Experience managing cloud servers, backups and system security, including security reviews, access controls and encryption. • Experience building real-time M&E dashboards and learner analytics (e.g. Power BI, Metabase or built-in LMS reporting). • Experience setting up automated learner communication (email, SMS and/or WhatsApp) and mobile learning for smartphone and basic feature-phone users. • Experience configuring online payments, including mobile money, course pricing and subscriptions on e-learning platforms (advantage). • Experience digitizing and uploading courses using e-learning authoring tools (e.g. H5P, Articulate) and managing multi-provider course content. • Experience training and mentoring system administrators and users, and producing user, administrator and technical manuals. **Knowledge and skills** • Sound knowledge of the Uganda Data Protection and Privacy Act, 2019 and good practice in handling personal data. • Familiarity with Uganda's health professional training and CPD landscape (MoH, MoES, UHPAB and professional councils). • Knowledge of Amref Connect, LEAP mobile learning or similar digital health platforms (added advantage). • Commitment to open, well-documented systems that Amref can run without dependence on the consultant. • Strong project management, communication and report-writing skills in English, and ability to work with government and partner institutions. • Availability for the full three-month assignment, based in Kampala or able to travel to partner institutions as required.

<table>
<tr><td>Technical Proposal</td><td>• Understanding and interpretation of the Terms of Reference.

• Proposed methodology to be used in undertaking the assignment.

• How the consultant will ensure quality at all stages of the assignment.

• Work plan and activity schedule.

• Samples of at least two similar assignments undertaken.

• Curriculum Vitae (CV) of the consultant.

• At least two professional references.</td></tr>
<tr><td>Financial Proposal</td><td>• Detailed cost proposal in United States Dollars (USD).

• Professional fees.

• Other costs, if any.

• Applicable taxes.

• Total cost.</td></tr>
<tr><td>Proposal Evaluation and Award Criteria</td><td>Amref Health Africa will evaluate the proposals and award the assignment based on Quality Cost Based Selection (QCBS) criteria. Proposals will be evaluated using a total score of 100 points. Of the overall evaluation, 85% of the score will be allocated to the technical proposal and 15% to the financial proposal. On the basis of technical and financial proposals, Amref Health Africa will select the consultant offering the best overall value.

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<tr><th>Technical Criteria</th><th>Technical Sub-criteria</th><th>Score</th></tr>
<tr><td>Overall Response</td><td>Completeness of response and demonstrated understanding of the TOR and assignment requirements</td><td>20</td></tr>
<tr><td>Experience</td><td>Demonstrated experience in LMS development, restoration, upgrades, integrations and digital learning platforms. Similar assignments completed and references provided</td><td>25</td></tr>
<tr><td>Consultant Qualifications</td><td>Relevant qualifications, certifications and experience of the consultant</td><td>20</td></tr>
<tr><td>Proposed Methodology</td><td>Technical approach, implementation plan, work plan, quality assurance and sustainability approach</td><td>20</td></tr>
<tr><td>Financial Proposal</td><td>Detailed financial proposal with competitive pricing and clear budget breakdowns</td><td>15</td></tr>
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	Maximum Points | **TOTAL** | **100%**
Supervision and Reporting	The consultant shall report to **Dr. June Patrick Bigirwa** (Tel: 0772559083; Email: JunePatrick.Bigirwa@amref.org) and work in close liaison with the Digital Education Specialist**, Valentine Ojoro** (Tel: 0772547285) and designated software engineers from UHPAB/MoH/MoES. All deliverables are subject to approval by the supervisor.
Outputs / Deliverables	1. Inception report with LMS gap analysis and agreed improvement requirements – Week 2 (by 10th Dec 2026). 2. System design document for the upgrade, including security review findings, interoperability with HQ and other LMSs (UHPAB, MoES, MoH, UCMB, UPMB etc.), automated learner follow-up, independence from individuals, commercialization options and addition of courses from other content developers – Week 2 of Jan (by 8th Jan 2027). 3. Existing LMS restored, upgraded, secured and running on Amref-controlled hosting and domain – Month 3 (by 31 January 2027). 4. User acceptance test report, with all critical issues resolved – (by 18th February 2027). 5. Approved PEP courses live on the platform; new users and institutions onboarded (by 26th February 2027). 6. Staff and focal persons trained; updated user, administrator and technical manuals delivered (by 28th February 2027). 7. Handover report confirming transfer of source code, configurations, databases, accounts, licences and administrator credentials (by 28th February 2027).
Ownership, Data Protection and Confidentiality	• All materials, reports, source code, customizations, plugins, configurations, databases, course content, domain names, licences and administrator credentials produced under the consultancy are the property of Amref Health Africa in Uganda. • Any third-party or open-source software must be disclosed to Amref in advance with its licence terms, and must not limit Amref's ownership, control or future use of the LMS. • The consultant will have access to personal data of learners, health workers and partner institutions, and shall process it only for this assignment, in line with the Data Protection and Privacy Act, 2019 and Amref's data protection and ICT policies; keep it within Amref-approved systems; report any data breach within 24 hours; and return or securely delete all data at the end of the assignment. • The consultant shall keep all information obtained under the assignment confidential and comply with Amref's Safeguarding Policy.
Payment Terms	• Payment will be made against approved deliverables, within 30 days of submission and issuance of a certificate of completion by the supervisor, endorsed by the Human Resources Business Partner (Administration), as per the payment schedule below. • Payment is made through the Human Resource & Administration Office on presentation of an invoice, the approved deliverable and signed timesheets. • Approved travel to partner institutions outside Kampala will be met by Amref in line with its travel policy. Hosting, domain, licence and other approved platform

	costs will be paid directly by Amref in its own name. The consultant's own equipment, internet and communication costs are included in the contract sum. • The consultant is responsible for all applicable taxes; Amref will deduct withholding tax where required by law.

Deliverables and Payment Schedule

#	Milestone (approved deliverable)	Due	% of sum
1	Inception report and gap analysis (Deliverable 1)	10th Dec 2026	15%
2	System design document and security review (Deliverable 2)	8th Jan 2027	15%
3	Upgraded, secured LMS running on Amref hosting (Deliverable 3)	31 Jan 2027	30%
4	User acceptance testing report and PEP courses live (Deliverables 4 and 5)	18 Feb 2027	20%
5	Training, manuals and full handover (Deliverables 6 and 7)	28 Feb 2027	20%
	Total contract sum		**100%**

Application Procedure

The deadline for submission of technical and financial proposals is **30th November 2026**

Interested Individual Consultants who meet the above requirements should submit:

• Technical Proposal.

• Financial Proposal.

• Curriculum Vitae (CV).

• Copies of relevant academic and professional certificates.

• Evidence of similar assignments undertaken.

Applications should be submitted electronically to Ugerp.tender@amref.org