

TERMS OF REFERENCE FOR CONSULTANTS

Individual Consultants

1. **International facility masterplan and rationalization specialist** (3 person-months, international, intermittent). The consultant should have at least a Master's degree in health, architecture, engineering, or equivalent, with a minimum of 10 years' international experience in conducting masterplans and rationalization of primary health care (PHC) and hospital facilities. The consultant shall update the masterplans of project districts using Health Care Facilities Master Plan Study conducted in the framework of the World Bank funded Community and Basic Health Project and The Strategic Plan for the Rationalization of Medical Establishments in the Republic of Tajikistan 2011–2020, issued by the Ministry of Health and Social Protection (MoHSP). The consultant will: (i) develop a criteria upon which will form the basis of identification of project districts and facilities that will be refurbished/renovated; (ii) analyse existing facilities, current workloads and performance indicators, sharing of activity between primary and specialized care, workforce available at PHC and hospital levels; (iii) propose a restructuring strategy and facilities to be retained and strengthened within the system taking into account the agreed planning parameters; and (iv) propose implementation strategy with a detailed delineation of key milestones, monitoring tools, and estimation of investment costs of the revised master plan.

2. **National rationalization and project start-up specialist** (6 person-months, national, intermittent). The specialist should have at least a Bachelor's degree in economics or related discipline. The specialist should have at least 5 years' experience in rationalization and a strong record of analysis of the Tajikistan health sector. Recent experience with international financial institutions is required. The specialist's tasks will include: (i) gathering and analyzing data as well as providing the rationalization context to the international masterplan specialist; (ii) liaising closely with the executing agency and implementing agencies, development partners and sector stakeholders in the preparation and start-up of the project; (iii) providing inputs into the work of other members of the project preparation team; (iv) reviewing Asian Development Bank (ADB) and other funding agencies' past, ongoing, and planned assistance to health sector and drawing lessons for preparing a feasible project design and implementation arrangements; and (v) assist in project start-up. The specialist will also support the team leader and assist in coordinating the project preparation and start-up work.

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International Consultants

3. **Health Financing and integrated health care specialist/Team leader** (6 person-months). The consultant will have a postgraduate degree in health, or a related field, and at least 10 years of relevant sector experience. The specialist will work closely with Ministry of Finance and MoHSP in transitioning towards more efficient health services delivery through integrated care. To assess this, there is a need to review the current governance, management and organizational structure, its current services, as well as rules, responsibilities and accountability for decision-making. The consultant will be responsible for producing a report that will include, among others: conduct a rapid assessment of current referral practices in Tajikistan; develop a referral care approach for maternal and child health appropriate for Tajikistan context; develop a Reform Plan covering these elements, including assessment of gaps, challenges, and way forward; conduct training for key MoHSP and district technical staff on the principles of the approach including its implementation and monitoring; and recommend options for institutionalizing this approach in the health system, focusing on detailed implementation plan for

2019–2025. The consultant will assess the implementation of per capita financing in project districts as well as assess the feasibility of introducing case-based payments in hospitals. Specifically: (i) analysis of the transition of PHC facilities to per capital financing, including polyclinics, highlighting unresolved programs and issues, which require additional measures to be undertaken; (ii) analysis of current situation of hospital financing with emphasis on Central Rayon Hospitals by examining the gaps, limitations, flow of resources, agencies involved and structures, issues on hospital planning, expenditure reporting, accounting, and cost calculation, among others; (iii) study documents regulating health financing of secondary hospitals and PHC facilities, and preparation of recommendations on calculating method of per capita basic standard costs; (iv) analyze pilots on PHC and case-based financing undertaken by World Bank, EU, and ZdravPlus; (v) based on finding above, develop a strategy for further health financing reform in hospitals and PHC facilities; (vi) identify results indicators for monitoring mechanisms; and (vii) identify needs for program implementation, including management capacity improvement. The specialist will coordinate the outputs of team members in preparing project-related documents.

4. **Health facility design specialist** (2 person months). The health facility design specialist should have at least a Master's degree in architecture, engineering or equivalent, with a minimum of 10 years' international experience in designing PHC and hospital facilities. The specialist should have excellent knowledge of PHC and hospital design principles, specifications, as well as relevant building, safety and seismic requirements. Key tasks include: (i) providing technical advice on health facility design and construction norms based upon which new PHC and hospital facilities supported under the project are to be designed and built, and (ii) design of the construction component of the project. Specific tasks include: (i) review of review of space standards, functional relationships and quality of finishes; (ii) measures to improve operational energy efficiency of constructed facilities; (iii) measures to reduce negative environmental impact of health facility operations; (iv) magnitude of construction work to be undertaken; (v) Implementation strategy and organizational resource requirements to ensure successful implementation; (vi) PHC and hospital prototype; and (vii) capital investment plan with schedule identifying global implementation costs and cash flow projections.

5. **Facility management functional plan specialist** (2 person months). The functional plan specialist should have at least a Master's degree in health, with specialized training on hospital management. The specialist should have a minimum of 5 years' international experience in projects related to functional planning and health system reforms. Key tasks are: (a) development of strategic document on integration of care at the district level that includes hospitals management development plan, including guidance and strategic planning function administrative structure, principles and methods, manpower resources; (b) medical care development plan, including medical services types, volume and quality at the level of PHC and district hospitals; and (c) development of quality monitoring systems based on the PHC and district hospital efficiency, quality and availability indicators. Specifically, the consultant will study operating structure of functional PHC and hospital departments; assess their patient capacity and load coefficient; determine the volume and level of health care delivery, current practice of directions between different levels of medical care in district, and population geographical access to various types of hospital care. Based on the findings, the consultant should develop proposals on improvement of PHC and district hospitals' operating structure (number and types of clinical departments, diagnostic and supportive services, functional connecting links among clinical and subsidiary departments, hospital services financing and management order per types and quality, etc.). The consultant shall also study current rules and standards regulating PHC and district hospital activity and develop recommendations on changes, necessary for improvement of management, control, business activities and medical services quality, including: (i) development

of comprehensive integrated management structure of PHC and district hospitals; (ii) defining PHC and hospitals' duties per volume and level of rendered medical care to avoid duplication of functions; (iii) analyze system and regular functional planning of rendered services, technical regulation of hospital facilities, including waste management, organization of patient care system, development of qualified manpower, distribution of medical equipment, and implementation of new medical services quality technologies, among others; and (iv) evaluate the operating standard of clinical diagnostics and treatment at different levels of hospital care in selected project's areas of focus (maternal and child health).

6. **Project financial specialist** (3 person-months). The financial management specialist should have a qualification in accounting, management or finance, a recognized professional accountancy qualification, and at least 10 years' relevant experience. The specialist should have extensive experience conducting financial management assessments for international financial institutions, including ADB. The specialist's tasks include, but not limited to, the following: (i) conducting a financial management assessment of the executing and implementing agencies, including (a) assessing whether previous financial management assessments have been conducted by ADB or other agencies and, if so, reviewing the results and ascertaining whether these can be used as input, (b) assessing capacity for planning and budgeting, management and financial accounting, reporting, auditing, internal controls, and information systems (c) reviewing proposed disbursement and funds-flow arrangements, and (d) concluding on the financial management risk rating and identifying and confirming measures for addressing identified deficiencies; (ii) supporting the preparation and agreement of cost estimates and a financing plan, which are based on verifiable data and are sufficient to support project implementation; (iii) preparing financial projections and conducting financial analyses of the executing and implementing agencies, and incremental recurrent costs, to determine financial sustainability, and reviewing proposed cost-recovery and tariff policies, including affordability; (iv) conducting financial evaluations (financial cost-benefit analyses) including sensitivity analyses of project components that have a cost-recovery objective; (v) where significant risks are identified to project financial sustainability or viability, proposing relevant financial performance indicators to be incorporated in financial covenants; and (vi) assessing and reaching agreement on financial reporting, auditing and public disclosure arrangements for the project, and, as appropriate, identifying and agreeing arrangements for receiving financial statements from executing and/or implementing agencies. The specialist will also provide inputs to all documents required for loan processing.

7. **Procurement specialist** (2 person-months). The procurement specialist should have at least a Bachelor's degree in logistics, engineering, business administration or related field, with at least 10 years' experience of procurements for ADB-financed projects is desired. The consultant will (i) carry out procurement risk assessment; (ii) assess the capacity of national contractors for executing works of similar nature and size; (iii) prepare procurement plan including packaging of works, services, and goods with estimated cost and time schedule; (iv) prepare Request for Proposals and bidding documents for procurement of works and goods; and (v) assist the executing agency in recruitment of consultants and procurement of goods and works contracts. The specialist will also provide inputs to all documents required for loan processing.

8. **Environmental and safeguards specialist** (1.5 person-months). The environmental and safeguards specialist should have at least a Master's degree in environmental engineering or environmental management and extensive experience, at least 10 years, in conducting environmental assessments. In collaboration with national specialists, key tasks include: (i) examining the environmental implications of civil works planned under the Inclusive Health Project; (ii) carrying out a diagnostic assessment of applicable and relevant laws, regulations,

rules, and procedures for managing and mitigating the environmental impact of the project; and (iii) prepare an initial environmental examination report. The assessment will include (i) description of the proposed project, (ii) description of the existing baseline conditions within the project site or in other areas likely to be affected, (iii) identification of potential impacts and proposed mitigation measures, including an environmental management plan, (iv) public consultations with Affected People, and (v) grievance redress mechanism. The specialist will also provide inputs to all documents required for loan processing.

9. Behavior change communication specialist (2 person-months, intermittent). The consultant will lead the health communication gap analysis. It will develop the BCC strategy, plan, core messages, and monitoring. This position will require: (i) a behavior change specialist with significant international experience in health communication; and (ii) experience in undertaking and leading BCC analysis. It is expected that the BCC expert will: (i) improve awareness among the potential beneficiaries on rationalization plan; (ii) promote attitudinal and value changes among target groups relating to integrated care, leading to informed decision-making, modified behavior, adoption of timely and appropriate practices at individual, family and community levels; (iii) stimulate increased and sustained demand for quality prevention and care services and optimal utilization of MCH services. The consultant will be responsible for producing a report that will include, among others: (i) review of knowledge, attitudes, beliefs and practices on health seeking behavior in Tajikistan focusing on MCH through key informant interviews, focus group discussions with stakeholders, on-site observations, and desk reviews; (ii) review of existing BCC and Communication for Development (C4D) strategies, plans, messages, tools and materials and institutional arrangements on MCH at national/ state/ district levels; (iii) development of strategies and plans based on evidence and tailored to local needs and context (culture, etc.) to reach the target groups. This BCC strategy will include: (i) a communication strategy for various target groups: pregnant women, men (i.e. husbands), parents and in-laws and health care providers to encourage adoption of appropriate prevention, diagnosis and treatment interventions of key MCH interventions; (ii) capacity building strategy for key health facilities at primary and secondary levels; and (iii) a BCC monitoring and evaluation framework with indicators; and (iv) identification of relevant agencies and NGOs that will implement the BCC strategy.

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10. Procurement specialist (6 person-months). The procurement specialist should have at least a Bachelor's degree in logistics, engineering, business administration or related field, with at least 10 years' experience in the health sector in Tajikistan. The specialist should have experience in undertaking procurement capacity assessments, developing procurement plans and preparing bidding documents for international financial institutions, and preferably for ADB. The specialist's tasks will be to assist international project procurement specialist in: (i) preparing the procurement plan and procurement capacity assessment of executing agency, in accordance with ADB Procurement P (2017, as amended from time to time) and its associated project administration instructions and/or staff instructions; (ii) helping the executing agency prepare a plan of procurement activities covering the project implementation period; (iii) collecting data, including market prices, required to determine the cost of constructing, outfitting and equipping health facilities, to assist the project costing specialist in preparing project cost tables; (iv) preparing master bidding documents for all procurement (in combination with the health facility specialist for civil works); (v) advising on any procurement issues that may arise; and (vi) training and other required support to fill-in procurement capacity gaps in the executing agency or implementing agencies.

11. **Environmental specialist** (3 person-months). The environmental and safeguards specialist should have at least a Master's degree in environmental engineering or environmental management and extensive experience, at least 10 years, in conducting environmental assessments. In collaboration with international environment and safeguard specialist, key tasks include: (i) examining the environmental implications of civil works planned under the project; (ii) carrying out a diagnostic assessment of applicable and relevant laws, regulations, rules, and procedures for managing and mitigating the environmental impact of the project; and (iii) prepare an initial environmental examination report. The assessment will include (i) description of the proposed project, (ii) description of the existing baseline conditions within the project site or in other areas likely to be affected, (iii) identification of potential impacts and proposed mitigation measures, including an environmental management plan, (iv) public consultations with Affected People, and (v) grievance redress mechanism. The specialist will also provide inputs to all documents required for loan processing.

12. **Gender and social development specialist** (4 person-months). The gender and social development specialist should have at least a Master's degree in social sciences, sociology or related discipline. The specialist should have at least 5 years' experience in mainstreaming gender and behavior change communication in health sector projects., A good understanding of ADB policies and requirements is preferred. Key tasks on gender include: (i) identifying gender entry points in health sector policies, programs, and protocols; (ii) preparing profiles of the project-affected districts, communities in project sites in terms of household sizes, demographic trends, income sources and levels, occupations, and socio-economic conditions; (iii) undertaking a poverty and social analysis and assessing the prospective social impact of the proposed loan in accordance with Guidelines for Incorporation of Social Dimensions in ADB Operations; (iv) identifying priority interventions and procedures to promote participation by, and benefits, to girls, women, the poor, and other disadvantaged groups under the project; (v) incorporating a gender-sensitive perspective in the project's advocacy materials and campaign to improve the communities' health seeking behavior; and (vi) preparing the Summary Poverty Reduction and Social Strategy as well as the Gender Action Plan. In addition, the specialist will collaborate with the international BCC consultant in developing health communication gap analysis. The specialist will also provide inputs to all documents required for loan processing.

13. **Social safeguards specialist** (2 person months). The social safeguards specialist should have at least a Master's degree in social sciences, sociology or related discipline. The specialist should have at least 10 years' experience in gender and social safeguards, including in ADB projects, and expertise in social safeguards assessments, preferably in health and in the use of participatory methodologies to collect and analyze information, and a good understanding of ADB policies and requirements. Key tasks include: (i) identifying the key priority safeguard related actions under the Inclusive Health Project; (ii) screen all sites identified for civil works to ensure that none of these sites will entail involuntary resettlement as defined in ADB's Safeguard Policy Statement (2009) and Operations Manual Section F1 on Safeguard Policy Statement, respectively; and (iii) develop a land acquisition and resettlement framework in accordance with ADB's Involuntary Resettlement Policy and OMF2. The specialist will also provide inputs to all documents required for loan processing.