

## TRANSACTION TECHNICAL ASSISTANCE

### A. Justification

1. The Health Services Sector Development Program (HSSDP) will help Papua New Guinea (PNG) strengthen health services through policy reforms and direct investments in health systems. A diagnostic assessment of the coverage, financing, and quality of health services is required to ensure that the interventions are designed for maximum impact. The Government of PNG will require transaction technical assistance (TRTA).

2. The HSSDP design will ensure that the program's scope, coverage, and policy reforms align with the PNG National Health Plan 2010–2020 and Development Strategic Plan (2010–2030).<sup>1</sup> Lessons from the ongoing Asian Development Bank (ADB) Rural Primary Health Services Delivery Project will inform the design process.<sup>2</sup> The TRTA will involve continuous stakeholder consultations to determine the scope of interventions.

### B. Major Outputs and Activities

3. The TRTA team will (i) prepare a situation analysis of effective health service coverage; (ii) determine the scope and feasibility of project investments, including capacity building, medicine supply, and civil works; (iii) prepare cost estimates and a financing plan; (iv) analyze the project's financial and economic viability and sustainability; and (v) determine implementation arrangements. It will prepare the project administration manual (PAM) incorporating the above and other relevant aspects. Major outputs are summarized in Table A3.1.

**Table A3.1: Summary of Major Outputs and Activities**

Major Activities	Expected Completion Date	Major Outputs	Expected Completion Date
<b>A. Inception</b>			
1. Consultant mobilization	29 May 2017	Consultant contracts	15 June 2017
2. Initial stakeholder consultation	28 June 2017	Inception workshop	
3. Health sector assessment	30 June 2017	Inception report, health sector assessment	5 July 2017
<b>B. Midterm</b>			
4. Assess procurement and institutional capacity, and prepare risk assessment	10 July 2017		5 July 2017
5. Undertake safeguards due diligence	10 July 2017		
6. Draft DMF and human resource plan	10 July 2017		15 July 2017
<b>C. Final</b>			
7. Prepare detailed implementation plan	19 July 2017	Draft DMF	19 July 2017
8. Prepare cost estimates and financing plan	19 July 2017	Interim report	22 July 2017
9. Assess economic and financial viability	22 July 2017		
10. Prepare required safeguards documents			16 August 2017
11. Finalize GAP and SPRSS	7 August 2017	Draft final report	
12. Develop detailed implementation arrangements and procurement plan	20 August 2017		29 September 2017
13. Prepare detailed PAM	28 August 2017	PAM	30 September 2017
14. Finalize program documents and PAM		Final report	

DMF = design and monitoring framework, GAP = gender action plan, PAM = project administration manual, SPRSS = summary poverty reduction and social strategy.

Source: Asian Development Bank.

<sup>1</sup> Government of PNG, National Department of Health. 2010. *National Health Plan, 2011–2020*. Port Moresby.

<sup>2</sup> ADB. 2011. *Report and Recommendation of the President to the Board of Directors: Rural Primary Health Services Delivery Project*. Manila.

### C. Cost Estimate and Proposed Financing Arrangement

4. The TRTA is estimated to cost \$0.8 million and will be financed on a grant basis by ADB's Technical Assistance Special Fund (TASF-6). The detailed cost estimate is in Table A3.2.

**Table A3.2: Cost Estimates and Financing Plan**  
(\$'000)

Item	Total Cost
<b>Asian Development Bank<sup>a</sup></b>	
1. Consultants	
a. Remuneration and per diem	
i. International consultants (18 person-months)	630.0
ii. National consultants (9 person-months)	80.0
b. International and local travel	30.0
c. Reports and communications	5.0
2. Workshops	10.0
3. Miscellaneous administration and support costs <sup>b</sup>	5.0
4. Contingencies	40.0
<b>Total</b>	<b>800.0</b>

Note: The government will provide counterpart support in the form of counterpart staff, office accommodation and furniture, administrative assistance, and other in-kind contributions.

<sup>a</sup> Financed by the Asian Development Bank's Technical Assistance Special Fund (TASF-6).

<sup>b</sup> Includes facility rental, food, materials, travel cost, and per diem of persons engaged as speakers.

Source: Asian Development Bank staff estimates.

### D. Consulting Services

5. The TRTA will be carried out by a team of consultants, totaling 27 person-months of consulting services (18 international person-months and 9 national person-months). The consulting team will comprise a public health specialist (the team leader), health governance and reforms specialist, medical supplies expert, financial specialist, procurement specialist, gender and social safeguards specialist, resettlement and/or land acquisition specialist, environmental safeguards specialist, health system governance and public finance management specialist, and a health coordinator. The summary terms of reference by consultant are in paras. 6–12. Consultants will be recruited using individual consultant selection in accordance with ADB's *Guidelines on the Use of Consultants* (2013, as amended from time to time) and engaged on output-based contracts.

**Table A3.3: Summary of Consulting Services Requirement**

Positions	Person-Months Required
<b>International</b>	<b>18</b>
Public Health specialist/team leader	5
Health governance and reforms specialist	2
Medical supplies expert	2
Financial specialist	2
Procurement specialist	2
Gender and social safeguards specialist	2
Resettlement and/or land acquisition specialist	1
Environmental safeguards specialist	2
<b>National</b>	<b>9</b>
Health System governance and public finance management specialist	5
Health coordinator	4

Source: Asian Development Bank.

6. **Public Health Specialist (Team Leader) (international, 5 person-months)** The international team leader shall have (i) a postgraduate degree in public health, (ii) at least 10 years of relevant experience in health systems and/or public health, (iii) experience in leading project preparation of similar health sector interventions, and (iv) experience with ADB and/or other multilateral development bank (MDB) projects. Experience in PNG is an advantage. Tasks include (i) leading a health services situation analysis to examine issues, strategies, policies, and institutional factors related to access, equity, and quality; (ii) recommending improved operational mechanisms and facilitating coordination with government agencies and other stakeholders to identify key reforms; (iii) assessing institutional capacity and developing a phased capacity building program; and (iv) supporting the identification of priority provinces for project investments, institutional strengthening, and capacity building. Outputs will include (i) inception, interim, and final reports; (ii) stakeholder consultations and workshops; and (iii) required ADB program documentation following ADB guidelines.

7. **Health Governance and Reforms Specialist (international, 2 person-months)**. The consultant shall have (i) a post graduate degree in public health, law or a similar field and (ii) at least 10 years of experience in assessing reforms in the health sector (human resources, medical supplies, hospital management). Experience in PNG is an advantage. The consultant will (i) review current health acts and laws that impact the health sector in PNG; (ii) analyze areas of overlap and governance and institutional risks and (iii) contribute to the health sector assessment.

8. **Medical supplies expert (international, 2 person-months)**. The consultant shall have (i) a graduate degree in public health, pharmacy, procurement, supply chains or a similar field and (ii) at least 7 years of experience in procurement and supply chains for medical supplies. Based on existing reviews the consultant will (i) developed a proposed model for medical procurement using international best practice and (ii) design a phased approached from changing from a 'push' to a 'pull' medical supplies system.

9. **Financial Specialist (international, 2 person-months)**. The financial management specialists should have (i) graduate degrees in financial management or a similar field, (ii) recognized professional accountancy qualifications, and (iii) experience with ADB and/or other MDB projects. Experience in PNG is an advantage. Key roles include (i) assessing the financial management capacity of the various involved departments, (ii) preparing funds flow diagrams, and (iii) defining financial procedures and delineating responsibilities between agencies involved in the financial management of loan proceeds.

10. **Procurement Specialist (international, 2 person-months)**. The procurement specialists should have (i) graduate course in public procurement or a similar field; (ii) demonstrated experience in conducting procurement and procurement assessments, and designing and delivering procurement training; and (iii) experience applying ADB/MDB procurement guidelines is mandatory. Experience in PNG is an advantage. Key roles include (i) assess the procurement capacity of the executing and implementing agencies; (ii) prepare the procurement plan for the proposed project in accordance with government regulations and ADB's procurement guidelines; (iii) prepare master bidding documents for the project; (iv) conduct a procurement risk assessment and prepare the procurement risk assessment and management plan, and (v) train the executing and implementing agencies and project management unit staff in procurement and consulting services procedures.

11. **Gender and Social Safeguards Specialist (international, 2 person-months)**. The specialist will have (i) a graduate degree in social sciences or a similar field; and (ii) at least 5 years of experience in gender and social development assessments, ideally in the context of

health intervention application in social services. Key roles include (i) providing a summary assessment of health gender issues, (ii) collecting gender-disaggregated baseline data to be monitored during project implementation, (iii) identifying interventions to address gender gaps and promote benefits to women and other disadvantaged groups in the proposed project areas, (iv) confirm whether ADB's social safeguard requirements must be triggered, (v) develop a detailed gender action plan with clear timelines and measurable targets, and (vi) facilitate the integration of gender indicators into the project monitoring and evaluation systems. The specialist will also prepare a stakeholder engagement, participation, and communication plan.

**12. Resettlement and/or Land Acquisition Specialist (international, 1 person-month).** The specialist will have (i) a graduate degree in land rights, sociology, or a similar field; (ii) at least 8 years of relevant experience; and (iii) experience with ADB and/or other MDB projects. Experience in PNG is an advantage. The specialist will prepare a resettlement framework according to the requirements of the ADB Safeguard Policy Statement (SPS) (2009) and pertinent government policies. One or more subprojects will be appraised before the sector investment is approved, and relevant documentation, including resettlement plans or due diligence reports, will be prepared as required. The specialist will evaluate potential direct or indirect resettlement impacts or impacts on indigenous peoples, if any, associated with the supported policy actions. A matrix of each policy action's potential impacts, together with appropriate mitigation measures, will be prepared, with a qualitative indication of the likely order of magnitude of each impact and brief reasons for the judgment. Safeguards documents should follow government and ADB SPS 2009 requirements.

**13. Environmental Safeguards Specialist (international, 2 person-months).** The specialist must have (i) at least a bachelor's degree in environmental management, engineering, or science; and (ii) at least 8 years of experience in implementing environmental safeguards, ideally within the health sector. Experience in PNG is an advantage. The specialist will be responsible for developing an environmental assessment and review framework for the sector project, and will prepare at least one environmental assessment of a subproject identified during preparation. The framework will comply with the SPS 2009, as well as national laws and requirements relating to environmental assessment, to facilitate compliance with environmental requirements during project implementation.

**14. Governance and Public Finance Management Specialist (national, 5 person-months).** The consultant shall have (i) a degree in public health, (ii) at least 10 years of relevant experience in health systems, and (iii) management experience in health systems in PNG. The consultant will (i) undertake a situation and gap analysis of the governance of health service delivery, including the government system for budget execution, accounting, and auditing; (iii) engage in consultations with stakeholders to identify the scope and feasibility of different models of governance and fund flow for health service delivery including potential partnerships, target provinces and innovations; and (iv) analyze the technical feasibility of the project investments and how they support the policy matrix.

**15. Health Coordinator (national, 4 person-months).** The coordinator will have (i) at least a bachelor's degree in public health or a similar field, and (ii) at least 7 years of experience working in the health sector in PNG. The coordinator will support liaising with relevant stakeholders, as well as providing any support required by the consultants.

## **E. Implementation Arrangements**

16. ADB will be the executing agency for the TRTA, and the Departments of Treasury,

Planning, Health, and Finance will be the implementing agencies. The implementing agencies will assist the TRTA consultants with liaising, data gathering, preliminary analyses, report writing, and organizational support for seminars and meetings, as reasonably required to carry out their tasks. Disbursements will be made in accordance with the Technical Assistance Disbursement Handbook (2010, as amended from time to time).

**Table A3.4: Technical Assistance Processing and Implementation Schedule**

<b>Major Milestones</b>	<b>Expected Completion Date</b>
Approval	May 2017
TRTA inception mission	June 2017
TRTA close	October 2017

TRTA = transaction technical assistance.

Source: Asian Development Bank.