

## TERMS OF REFERENCE FOR CONSULTANTS

### A. International Consultants

1. **Education sector policy and planning expert** (international, 4 person-months, intermittent). The expert will (i) work closely with the Ministry of Education and Science (MOES) and Center for Strategic Initiatives to help achieve the policy outputs; (ii) review the new State Program for Education Development and the plans to implement it; (iii) help strengthen and formulate short-, medium-, and long-term reform priorities and rationalization plans, institutional reforms, and plans to improve (a) equitable access to education for all, (b) sustainable financing, and (c) efficient resource allocation at the administrative levels in the sector; and (iv) help formulate a related set of progress indicators for monitoring key policy actions and implementation. The expert will have a postgraduate degree in education, education economics, social sciences, or a related field; and at least 10 years of relevant international experience in education sector policy and planning.

2. **Education management and information system expert** (international, 4 person-months, intermittent). The expert will (i) advise and support the design and operationalization of the education management and information system (EMIS) expansion to cover all levels of education; (ii) assess the current EMIS, and its design, functions, and utilization for policy and planning; (iii) recommend policies to improve the EMIS, its focus, and content as well as information communication technology resource aspects and needs; and (iv) formulate a set of sector performance indicators, data collection and reporting functions aligned with the indicators, and linkages among the central, provincial, and schools or educational institution levels, to cover the entire education sector and provide relevant and timely analytical reports necessary to support evidence-based, policy formulation and implementation in the sector effectively. The expert will have a relevant postgraduate degree, and at least 10 years of relevant international experience in designing and implementing EMISs.

3. **Teacher education expert** (international, 4 person-months, intermittent). The expert will (i) review the current teacher education systems, programs, and institutions; and (ii) provide advice and technical support for (a) the development of national teacher standards in basic and secondary education benchmarked to international norms, and (b) the development and delivery (including face-to-face and e-learning modules) of modern, comprehensive national teacher training programs that align pre-service and in-service teacher training at respective levels of education. The expert will have a postgraduate degree in education, pedagogy, or a related field; and at least 10 years of relevant international experience in designing and implementing teacher training programs.

4. **Education governance and management expert** (international, 4 person-months, intermittent). The expert will (i) review the current systems and programs for the professional development of school principals and leaders of educational institutions in basic and secondary education; and (ii) provide advice and support regarding policies to modernize the system, programs, and their delivery (including face-to-face and e-learning modules) to strengthen leadership, governance, management skills, and capacity for efficient resource planning and utilization at these levels. The expert will have a postgraduate degree in education or a related field, and at least 10 years of international experience in improving education systems governance and management.

5. **Public financial management expert in social sectors** (international, 3 person-months, intermittent). The expert will work with the Ministry of Finance, MOES, and Ministry of Health

(MOH) to conduct a fiduciary capacity assessment in the education and health sectors. This position will require a public financial management specialist with significant international experience in social sectors, and experience undertaking and leading public financial management assessments. The consultant will produce separate reports on the education and health sectors that will include the following:

- (i) A context for public financial management and capacity development in Armenia. Using extant literature, this section will provide a summary description of government organization, the context of public finance management, the budget cycle, the accounting system, reporting, internal and external audits, and public procurement.
- (ii) An analysis of the education and health sectors in Armenia, providing a background of the sectors and their institutions, financial management capacity, current expenditure and flow of funds, and procurement capacity.
- (iii) Case studies. This section will present an assessment of planning, budgeting, and execution systems in selected facilities and institutions in education and health. This will include a review of the structural set-up, procedures followed at the provincial and facility levels, control mechanisms, and existing legal or administrative issuances relevant to planning, budgeting, and execution by the MOES, Ministry of Finance, MOH, and relevant government agencies. A more detailed funding flows and budget execution assessment will be carried out based on the financial statements of selected facilities and institutions in these sectors. This shall involve, among others, an evaluation of how resources are used and the results achieved through the quantity and quality of education and health services provided. The consultant also will identify difficulties in tracking funds flow and inadequacies in the existing financial information systems in education and health, and propose ways to mitigate and manage risks of leakage, waste, and corruption.
- (iv) An assessment of the financial performance of the education and health sectors drawing on the latest audit reports.
- (v) Recommendations for policy actions to improve budget and expenditure frameworks, to be closely aligned with reform strategy in the education and health sectors.

6. **Integrated health care expert** (international, 3 person-months, intermittent). The expert will work closely with the MOH in transitioning towards more efficient health services delivery through integrated care. To assess this, the expert must review the current governance, management, and organizational structure; its current services; and rules, responsibilities, and accountability for decision-making. The expert will have a postgraduate degree in health or a related field, and at least 10 years of relevant sector experience.

7. **Health facilities masterplan expert** (international, 4 person-months, intermittent). The expert will lead the health facilities demand planning exercise. This position will require at least 10 years' experience in undertaking and leading facility planning, particularly in the health sector. The consultant will be responsible for producing a report that will present the following:

- (i) A situational analysis of primary care and hospitals in Armenia, including, among other things, a general description of the hospitals (e.g., structure, types of hospitals, and funding sources) and the overall governance arrangements (e.g., governance and management functions between the MOH and hospitals)
- (ii) Demand analysis of hospital services and the health workforce that (a) draws on data from health facilities, the MOH, and National Institute of Health; (b) calculates the gap between the current situation and minimum health service delivery standards

for both primary and secondary care; (c) projects future needs by using disability-adjusted life years data from the Institute of Health Metrics and Evaluation for Armenia and the World Health Organization; (d) recommends prioritizing investment needs by service and districts; (e) analyzes the current staffing situation in the health sector taking into account all levels of care, geographic areas, and professions; and (f) assesses the service and staff inflow into the health sector over time.

- (iii) Overall annual action targets for the MOH for improving service and human resources from 2018 to 2030; and a detailed implementation plan for meeting adjustment targets particularly in 2018, 2019, and 2020.

8. **Medical education expert** (international, 3 person-months, intermittent). The expert will work with the MOH and MOES to assess the current medical education system, including continuous medical education, and its effectiveness in teaching practical clinical skills. The assessment will look at the existing curricula and syllabi of medical programs, as well as courses and modules for continuous medical education programs. The expert will have a postgraduate degree in medicine or a related field, and at least 10 years' relevant experience in medical education.

9. **Health care quality expert** (international, 3 person-months, intermittent). The expert will lead the analytical work on quality of care. The position will require a medical doctor with significant international experience in undertaking and leading hospital quality assessments. The consultant will undertake the following tasks and prepare a corresponding report:

- (i) Perform a rapid assessment of current quality improvement practices in Armenia;
- (ii) Assess selected primary health care clinics and hospitals regarding the quality and safety of care, efficiency, workload, emergency care, health technology and supply chain management, workforce, duration of hospital stay, health management information system and reporting issues, and referral system;
- (iii) Develop a quality improvement approach appropriate for the context of Armenia;
- (iv) Prepare a reform plan covering these elements, including an assessment of gaps, challenges, and way forward;
- (v) Train key MOH and provincial technical staff on the principles of the approach, including its implementation and monitoring; and
- (vi) Recommend options for institutionalizing this approach in the health system, with a detailed implementation plan for 2018, 2019, and 2020.

## B. National Consultants

10. **Social sector economist** (national, 10 person-months, intermittent). The expert will support the international consultants in collecting information, reviewing the education and health sectors, and coordinating with national agencies and provincial governments. The position will require a degree in economics or equivalent, and at least 10 years of experience in the social sector in Armenia. The specialist will:

- (i) Help develop an impact assessment for the program;
- (ii) Support the international consultants in collecting information and analyzing policies, legislations, and institutional arrangements;
- (iii) Collect information in selected facilities and institutions in the two sectors using questionnaires developed by international consultants and organizing meetings with focus groups;

- (iv) Help coordinate the sector assessment process with relevant national and provincial agencies;
- (v) Contribute to the consultation process and support the international experts in planning and implementing consultation workshops with stakeholders; and
- (vi) Undertake other tasks to support the team's work as may be identified by the project officers.

11. **Social development expert** (national, 1 person-month, intermittent). The expert will undertake poverty and social analysis of the program design in both the education and health sectors. The analysis will focus on (i) the program's links to the national poverty reduction strategy of Armenia and country partnership strategy, 2014–2018 of the Asian Development Bank for Armenia, (ii) poverty targeting, (iii) support for gender development, and (iv) inclusive strategies to support and empower marginalized groups. The position will require a degree in social sciences or equivalent, and at least 10 years of experience in poverty and social analysis.

12. **Education reform implementation expert** (national, 18 person-months, intermittent). The expert will support the MOES and Center for Strategic Initiatives in implementing the reform program, and will serve as a local-level focal point for the activities related to education policy dialogues and in meetings with the Government of Armenia, donors, and other partners. The expert will have a postgraduate degree in education or a related field, and at least 10 years of relevant education sector experience.

13. **Health sector reform implementation specialist** (national, 10 person-months, intermittent). The consultant will (i) support the MOH with program implementation; (ii) serve as a local-level focal point for activities related to health policy dialogues and in meetings with the government, donors, and other partners; and (iii) coordinate work with other international and local consultants. The expert will have a postgraduate degree in health or a related field, and at least 10 years of relevant sector experience.