

TERMS OF REFERENCE FOR CONSULTANTS

A. Firm

1. Health systems specialist (team leader) (international, 4 person-months). The consultant will have a master's in public health or other related degree, with specialization in health systems. Around 15 years work experience in developing countries (specifically in Sri Lanka or similar contexts preferred), designing and/or implementing large-scale health projects, and working with governments would be essential. Previous experience in design of Asian Development Bank (ADB) or World Bank-financed project would be preferred. The team leader will, among others (i) be responsible for guiding the collective work of the consulting team, and for timely preparation and quality control of all reports submitted to ADB; (ii) undertake key technical and due diligence assessments, including review of health service delivery gaps and executing and implementing agencies' program management capacity; (iii) prepare detailed project design and components with monitoring framework and risk mitigations; and (iv) undertake project readiness activities.

2. Health human resources development specialist (international, 2 person-months). Relevant health academic degree with around 8 years of experience related to reviewing and strengthening health human resources in country contexts similar to Sri Lanka (specifically in Sri Lanka preferred). The consultant will (i) review human resources imbalances and requirements related to strengthening of primary health care (PHC), (ii) assess related key training and capacity needs of relevant stakeholders and health workers, and (iii) formulate overall human resources and/or capacity development plan (including strengthening of medical curricula and institutions) for strengthening PHC through project support.

3. Health information technology expert (international, 2 person-months). The health information technology (IT) expert will have around 10 years of relevant experience with relevant academic degree. The expert will be responsible for outputs produced pertaining to health information systems, specifically focusing on electronic disease surveillance and frontline data capture, and monitoring and supervising tools for health service delivery. These include: (i) conduct of IT due diligence with respect to use of IT in project related activities; (ii) assess appropriate technologies and good practices that can be adopted in Sri Lanka, including mobile, web-based and geographic information system-based technologies; (iii) develop guidelines for implementing the project health information systems; and (iv) write terms of reference and specifications for IT-related procurement and consulting packages, and technically evaluate bids.

4. Financial management expert (international, 2 person-months). The expert will have a degree in accounting, finance, or a related field, and a recognized professional accountancy qualification. The expert should have around 10 years relevant work experience, including in financial due diligence (FDD). The expert will conduct FDD in accordance with ADB's requirements and guidelines. The FDD will include (i) assessing the financial management capacity of the executing and implementing agencies; (ii) preparing cost estimates and a financing plan to support project implementation; (iii) preparing financial projections and financial analysis of executing and implementing agencies and their financial sustainability assessment; (iv) where significant risks are identified to project financial sustainability, propose relevant financial performance indicators to be incorporated in financial covenants; and (v) conducting financial evaluations (financial cost-benefit analyses) including sensitivity analyses of project components as relevant.

5. **Procurement expert (international, 1.5 person-months).** The consultant will have a relevant degree with around 10 years' experience in managing procurement on large development projects, preferably in the health sector. The expert will (i) conduct procurement capacity assessment of the sector and of executing and implementing agencies keeping in mind the overall country procurement environment, and develop a risk assessment and mitigation action plan using ADB's Guide on Assessing Procurement Risk and Determining Project Procurement Classification (2014); and (ii) review the national expert's work.
6. **Social and behavior change communication expert (national, 3 person-months).** Relevant academic degree (social anthropology, public health, or other related field) with around 10 years of experience related to developing/implementing community mobilization, health awareness, and behavior change communication programs preferably in public health (specifically in Sri Lanka preferred). In consultation with project stakeholders, take main responsibility for drafting the overall behavior change communication (BCC) strategy and implementation plan related to promoting health and nutrition aspects in lagging areas (including designing and conducting relevant formative research, consultations, strategy and program development, and monitoring plan). Based on the draft strategy and implementation plan, develop terms of reference for the BCC and/or community mobilization consulting firm, which will be tendered to implement the BCC program over the project implementation period.
7. **Health economist (national, 2 person-months).** The health economist will have around 8 years of health economic experience with relevant academic degree. The expert will be conduct economic and financial analyses of project components in accordance with ADB guidelines.
8. **Procurement expert (national, 2.5 person-months).** The consultant will have a post-graduate degree in a relevant discipline and preferably around 8 years of experience in procurement practices, and previous experience with ADB-funded or World Bank-funded projects. The consultant will (i) support the international procurement expert in undertaking a procurement assessment of the sector, and identify any capacity, procedural and organizational constraints that may affect effective project implementation, and recommend an action or risk mitigation plan to address these constraints; (ii) prepare the procurement plan for the project, and assist in preparing master bidding documents in line with ADB procurement guidelines; and (iii) assist the government and ADB on advance contracting actions to select contractors and consultants including preparing the contract packages and documents.
9. **Monitoring and evaluation expert (national, 1 person-month).** The consultant will have a relevant academic degree with around 8 years of relevant experience. The consultant will closely work with the team leader on matters pertaining to monitoring and evaluation, including design the project results framework and performance monitoring mechanisms, and inputs to health IT experts in assessing requirements and design of health information system platforms.
10. **Infrastructure expert (civil engineer) (national, 3 person-months).** The consultant will have a relevant academic degree with around 10 years of relevant experience, preferably with previous work on an ADB or World Bank project. The consultant will (i) assess proposed facilities for upgrading (including assessment of non-structural seismic safety); (ii) appraise the performance of the Ministry of Health, Nutrition and Indigenous Medicine (MOHNIM) in procurement and civil works and document lessons learned; (iii) assess, with MOHNIM and provincial health departments, justification of the proposed upgrading in terms of demand, access, quality, efficiency, and environmental considerations; (iv) determine and report on any

resettlement issues; (v) prepare detailed cost estimates based on cost norms; and (vi) provide inputs to the procurement plan, and prepare relevant contract packages based on standard bidding documents to ensure project readiness.

11. **Medical equipment expert (national, 3 person-months).** The consultant will have a relevant academic degree with around 10 years of relevant experience. The expert will (i) review medical and laboratory equipment supplied to health centers and referral hospitals; (ii) identify equipment to be procured under the proposed project; (iii) write specifications and suggest bidding packages for procuring the equipment; (iv) facilitate technical evaluation of bids for medical equipment; (v) assist in identifying pre-installation activities (including preparing sites and training staff) for the different inputs to be supplied, and prepare plans for procurement (including guidelines), delivery, maintenance, and storage.

12. **Social development expert (gender and poverty) (national, 2 person-months).** The consultant will have a relevant academic degree with around 10 years of relevant experience, preferably previous work on an ADB or World Bank project. The expert will (i) prepare a Summary Poverty Reduction and Social Strategy in accordance with ADB's Handbook on Poverty and Social Analysis (2012); (ii) conduct gender and social analysis; (iii) provide inputs into different areas covered by other experts; (iv) develop project-specific gender action plan (GAP) based on gender analysis, including format for baseline data in view of the GAP, format for target-setting against the baseline, and format for monitoring the implementation of the GAP; and (v) carry out an organizational and capacity needs assessment of the executing agency in terms of their ability to support the implementation of pro-poor, social, and gender-related design features.

13. **Social development expert (social safeguards) (national, 1 person-month).** The consultant will have around 10 years of experience conducting social safeguards due diligence, preferably previous experience with ADB or World Bank. The expert will, in accordance with the applicable ADB policies and guidelines, conduct due diligence and social impact assessments to confirm category C for involuntary resettlement and indigenous peoples, and prepare relevant safeguard plans and documents along with details on implementation arrangements.

14. **Environment expert (safeguards) (national, 2 person-months).** The consultant will have a master's degree in environment sciences with around 7 years' experience in conducting environmental due diligence, preferably on ADB- or World Bank-financed projects. The expert will prepare, in collaboration with the engineers, environmental assessment and review framework and initial environmental examination for the project in accordance with the applicable ADB policies, operations manuals, guidelines, and additional instructions such as environmental and social audit and corrective action plans are required per ADB's Safeguard Policy Statement Appendix 1 para 10. Special attention will be paid to environmental aspects in handling medical waste, and providing relevant inputs to construction design and/or medical equipment assessment, and on implementation arrangements focusing on waste management.

B. Individual Consultants

15. **Public health or health system expert (international, 3 person-months).** The consultant will have at least a master's in public health or another related degree, with specializations and/or experience covering areas such as health systems, health service delivery, health policy and management, public health,, epidemiology(specifically in Sri Lanka or similar contexts preferred). S/he should have around 15 years' experience in large-scale programs/projects related to health system strengthening and health security improvements.

Previous experience in design of ADB or World Bank financed project would be preferred.. The consultant will lead or facilitate the review, assessment, and detailed design of health system and/or security (particularly disease surveillance) investment components..

16. **Project implementation expert (national, 3 person-months).** The consultant will preferably have a master's degree in management, public health or any related field; and around 15 years of relevant operational work experience in Sri Lanka. The consultant will be responsible for detailed assessment of the executing and implementing agencies' management capacities to recommend adequate implementation arrangements and project management support. The consultant will also coordinate overall TA implementation to ensure necessary actions for project readiness and advanced procurement.

Summary of Consulting Services Requirement

| Positions | Person-Months Required |
|---|------------------------|
| FIRM | |
| International | |
| Health systems specialist (team leader) | 4.0 |
| Health human resources development specialist | 2.0 |
| Health information technology expert | 2.0 |
| Financial management expert | 2.0 |
| Procurement expert | 1.5 |
| National | |
| Social and behavior change communication expert | 3.0 |
| Health economist | 2.0 |
| Procurement expert | 2.5 |
| Monitoring and evaluation expert | 1.0 |
| Infrastructure expert (civil engineer) | 3.0 |
| Medical equipment expert | 3.0 |
| Social development expert (gender and poverty) | 2.0 |
| Social development expert (social safeguards) | 1.0 |
| Environment expert (safeguards) | 2.0 |
| INDIVIDUAL | |
| Public health or health system expert (international) | 3.0 |
| Project implementation expert (national) | 3.0 |

Source: Asian Development Bank.