

## PROJECT PREPARATORY TECHNICAL ASSISTANCE

### A. Justification

1. The PPTA will (i) assist the Government of Bangladesh to design the additional financing project that is a continuation of the ongoing Urban Primary Health Care Services Delivery Project and fully aligned with the *National Urban Health Strategy* (2014); (ii) undertake thorough due diligence; and (iii) ensure project readiness.

### B. Major Outputs and Activities

2. The main outputs will include (i) an overall analysis of the urban health sector including three phases of ADB-supported urban primary health care project; (ii) institutional assessment through stakeholder consultations (central, local government, and development partner); (iii) design of results matrix; (iv) M&E strategy; (v) technical specifications of MIS and HMIS platforms; (vi) gender action plan; (vii) baseline data for the DMF; (viii) behavior change, communication and marketing strategy; (ix) capacity development framework; (x) human resources for health assessment; and (xi) strategy for climate change and regional health security; and (xii) due diligence assessments and reports required by ADB.

3. The major outputs and activities are summarized in Table A3.1.

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

Major Outputs	Expected Completion Date	Major Activities	Expected Completion Date
Contracts signed	August 2016	Consultants mobilized	August 2016
Workplan submitted	September 2016	Inception workshop	September 2016
Inception report (draft assessments: sector, financial management, procurement, safeguards, gender and poverty; economic and financial analysis)	October 2016	Draft project design workshop	October 2016
Interim report (draft project design, draft PAM, revised assessments)	November 2016	Tripartite project design workshop	November 2016
Safeguard assessments and reports	November 2016	Advance procurement actions	November 2016
Economic and financial analysis	November 2016		
Draft final report	December 2016		
Final report	January 2017		
Bidding documents	January 2017		

Source: Asian Development Bank.

### C. Cost Estimate and Proposed Financing Arrangement

4. The TA is estimated to cost \$975,000 equivalent, of which \$700,000 equivalent will be financed on a grant basis by ADB's Technical Assistance Special Fund (TASF-V) and \$150,000 equivalent will be from the Urban Climate Change Resilience Trust Fund (UCCRTF). The government is estimated to provide around \$125,000 in counterpart support in the form of counterpart staff, coordination support, and limited office space. The detailed cost estimate is presented 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 (17 person-months)	200.0
ii. National consultants (48 person-months)	300.0
b. International and local travel	40.0
c. Reports and communications	5.0
2. Equipment (computer, printer, etc.) <sup>b</sup>	10.0
3. Workshops, training, seminars, and conferences <sup>c</sup>	
a. Facilitators	5.0
b. Training program	10.0
4. Land transport <sup>d</sup>	15.0
5. Surveys	20.0
6. Miscellaneous administration and support costs	25.0
7. Contingencies	70.0
<b>Subtotal A</b>	<b>700.0</b>
<b>Urban Climate Change Resilience Trust Fund (UCCRTF)</b>	
1. Consultants	
a. Remuneration and per diem	
i. International consultants (6 person-months)	95.0
ii. National consultants (2 person-months)	13.0
b. International and local travel	17.0
2. Surveys	17.0
3. Contingencies	8.0
<b>Subtotal B</b>	<b>150.0</b>
<b>Total</b>	<b>850.0</b>

Note: The technical assistance (TA) is estimated to cost \$975,000, of which contributions from the Asian Development Bank (ADB) are presented in the table above. The Government of Bangladesh will provide counterpart support in the form counterpart staff, coordination support, and limited office space in-kind contribution. The value of government contribution is estimated to account for 13% of the total TA cost.

<sup>a</sup> Financed by the Asian Development Bank's Technical Assistance Special Fund-V

<sup>b</sup> Equipment

Type	Quantity	Cost
Laptops	8	\$7,000
Multifunction printer (printer, copy, fax, scanner)	4	\$2,000
Stationery		\$1,000

<sup>c</sup> Workshops, training, seminars, and conferences

Purpose	Venue
Stakeholder consultations, meetings, workshops	Government office or hotel
Training of stakeholders	Government office or hotel

<sup>d</sup> Land transport

Consultations, meetings, and trainings with stakeholders outside Dhaka will be conducted. Therefore, leasing two vehicles for a period of time is required.	12 months
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Source: Asian Development Bank.

## D. Consulting Services

5. The TA will mobilize a total of 73 person-months (23 international and 50 national) of consulting inputs and will be executed in two phases. The first phase will require 53 person-

months (20 international and 34 national) of consulting services and will be implemented through a firm over 12 months. The project design and due diligence will be completed within 3 months with selected experts to continue intermittent support during the remaining 9 months. Also, during these remaining 9 months, the second phase of the TA will be executed comprising 19 person-months (3 international and 16 national) of individual consulting services for bridging assistance, and further due diligence and support during the fact-finding mission. The selection and engagement of consulting inputs will be carried out in accordance with ADB's *Guidelines on the Use of Consultants* (2013, as amended from time to time). The consulting firm will be selected on the basis of simplified technical proposal in accordance with quality and cost based selection procedures. A quality to cost ratio of 90:10 will be followed. All TA-financed goods will be procured in line with ADB's *Procurement Guidelines* (2015, as amended from time to time). All disbursements under the TA will be done in accordance with ADB's *Technical Assistance Disbursement Handbook* (2010, as amended). Lump sum payments or output-based contracts will be considered under the TA in line with ADB's MTR Action Plan Nos. 2.9.2. and 2.10.2. The TA will be implemented over a period of 19 months from approval in July 2016 to completion in December 2017.

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

<b>Positions</b>	<b>Person-Months Required</b>
<b>Phase 1 (firm)</b>	
<b>International</b>	
Health systems expert (Team leader)	3
Governance and financial management expert	1
Health information technology expert	1
Monitoring and evaluation expert	1
Primary health care expert	1
PPP transaction expert	1
Procurement expert	6
Civil engineer – community infrastructure planning	3
Climate change and health expert	3
<b>National</b>	
Health systems expert (Deputy Team Leader)	6
Governance and financial management expert	2
Health information technology expert	2
Monitoring and evaluation expert	2
Economist and finance expert	2
Medical equipment expert	2
Social development (gender) expert	2
Civil engineer (Deputy Team Leader)	4
Structural design engineer	3
Environment expert	2
Social development (safeguards) expert	2
Architect	2
Infrastructure procurement and finance expert	3
<b>Phase 2 (individual consultants)</b>	
<b>International</b>	
PPP transaction expert	1
Environment expert	1
Social safeguard expert	1
<b>National</b>	
To be determined	16

PPP = public-private partnership  
Source: Asian Development Bank.

6. The outline terms of reference for the consultants are described in paras. 7 to 34.

7. The firm led by an international health systems expert Team Leader will comprise a health care design arm and an infrastructure design arm. Each of the two arms will be supported by a Deputy Team Leader. The health care design arm will review the implementation of Urban Primary Health Care Services Delivery Project (UPHCSDP) from quality of health care, financial management, PPP model, information technology use, medical equipment, pro-poor targeting, measures of performance-based contracting and indicators thereof, procurement practices, and economic and financial analysis. The infrastructure design arm will assess the cost of upgrading existing health care facilities, cost of new facilities, conduct environmental and social safeguard assessment plans for identified and available sites. In addition, it will also prepare environmental and social safeguard review plans or frameworks as appropriate. The package will consist of 20 person-months of international consultants, and 34 person-months of national consultants.

**8. Health systems expert (Team Leader) (International; 3 person-months over 3 months).** The consultant will have a Master's in public health and/or Master's in Business Management with specialization in health care financing. Ph.D. in health systems, health economics, or health financing would be given preference. At least 15 years work experience. Work experience in a number of countries in designing and/or implementing relevant public-private partnerships (PPP) in health care projects would be essential. Previous experience in design of Asian Development Bank (ADB) or World Bank (WB) financed project would be preferred. The team leader will have the following responsibilities: (i) be responsible for the collective work of the consulting team and for timely preparation of all formal written reports the inception report, periodic progress reports, draft final report, and final report; (ii) with the assistance of other team members, undertake a comprehensive review of the (UPHCSDP); (iii) summarize lessons learned from UPHCSDP; (iv) identify various measures to strengthen the PPP model to deliver value for the money and ensure effective pro-poor targeting; (v) suggest the most cost-effective project design and prepare a project brief outlining the main components, subcomponents, and activities for the project; (vi) prepare the overall project framework and detailed action plan for strengthened institutional and financial sustainability of Government urban health sector; (vii) reach an agreement with the Government on the project and the proposed design and monitoring framework; with the assistance of other consultants, prepare a detailed project proposal; (viii) be responsible for issues related to project management, health systems management, and contracting arrangements with nongovernment organizations (NGOs); (ix) carefully assess the assumptions underlying the Project, identify risks that may hamper its implementation, and suggest measures that will minimize such risks; (x) together with counterparts, identify potential innovative activities (with implementation details)—for example, equity fund for assisting the poor, or any other health financing scheme; (xi) develop a system for monitoring and evaluation of the Project including: (a) identifying baseline data requirements and key performance indicators; (b) procedures for collecting, compiling, and analyzing monitoring data; (c) responsibilities of staff involved in monitoring and evaluation; (d) staff training and equipment needs at each level of the monitoring system; and (e) reporting requirements and formats; (xii) work with NGOs and aid agencies working in urban health to get feedback and inputs on the project design; and (m) explore the potential for cofinancing and for NGOs to get involved in implementing selected project components.

**9. Governance and financial management expert (international; 1 person-month intermittent over 3 months).** The consultant should have at least 7 years' experience in financial management and governance. A Chartered Accountant or MBA (Finance) or Cost Accountant would be preferred. The consultant will work closely with the team leader and the

relevant national consultant to conduct financial management and governance due diligence of the implementing agencies with respect to financial management of project related activities in accordance with ADB's *Guidelines for the Financial Governance and Management of Investment Projects Financed by Asian Development Bank* (2002) and ADB's *Handbook for Borrowers on the Financial Management and Analysis of Projects* (2006) that will include a review of (i) corporate planning and budgetary controls, (ii) financial and management accounting and reporting, (iii) internal control and audit systems, (iv) data processing; and (v) review current accounting, financial management, and control systems and give inputs into the project design to strengthen project governance and financial management; and an assessment of fiscal implications to the local and national governments, together with cost recovery plans and/or government financing plans and provisions where necessary to run and maintain the primary health care (PHC) centers and related services.

**10. Health information technology expert (international; 1 person-month intermittent over 3 months).** The consultant will have a relevant academic degree with at least 10 years of relevant experience. Experience in Africa, Latin America, and/or East Europe would be given preference. The consultant will closely work with the team leader and the relevant national consultant on all matters pertaining to medical information technology aspects of the project design. The consultant will (i) conduct information technology due diligence of the implementing agencies with respect to use of information technology in project related activities; (ii) assess how information and communication technology best practices can be adopted to these implementing agencies to increase the effectiveness of project implementation; (iii) review applicability of mobile and web-based and other new technologies for improvement of child and maternal care; and (iv) develop guidelines for implementing the project health management information system (HMIS) and management information system (MIS) using web-based DHIS2 platform. Based on the assessment, the consultant will propose technical assistance for integrating information and communication technology to improve project implementation into the project design.

**11. Monitoring and evaluation expert (international; 1 month intermittent over 3 months).** The consultant will have a relevant academic degree with at least 10 years of relevant experience. Experience in Africa, Latin America, and/or East Europe would be given preference. The consultant will closely work with the team leader and relevant national consultant on all matters pertaining to monitoring and evaluation. In relation to the project outcomes and in discussion with the team leader and relevant national consultant, the expert will (i) collect and produce an analytic report on health service delivery and quality of service data from all three phases of the project; (ii) design the project results framework and performance monitoring mechanisms, to include: (a) reporting and visualization on the web-based HMIS and MIS; (b) forms and monitoring schedule; and (c) outputs and outcome monitoring requirements (based on discussions with ADB and all specialists); (iii) develop TORs for midline and endline household, facility, and qualitative surveys and routine and periodic monitoring of outputs and outcome; (iv) supervise surveys and investigations; (v) carry out monitoring as per agreed schedule; (vi) review and contribute to project completion reports of sub borrowers; and (vii) coordinate with health information technology experts to complete web-based HMIS and MIS platforms.

**12. Primary health care expert (international; 1 person-month intermittent over 3 months).** The consultant will have a relevant medical and/or nursing degree with at least 10 years of relevant experience. A Master's degree in public health would be advantageous. Experience in Africa, Latin America, and/or East Europe would be given preference. The consultant will closely work with the team leader and the relevant national consultant on all

matters pertaining to primary health care, nutrition, reproductive health, and communicable and non-communicable disease. The consultant will (i) review the health care delivery of UPHCSDP and propose design recommendations to strengthen the quality and the reach of the health services and (ii) review the current gaps in health care package UPHCSDP, and recommend design aspects to bridge the gaps.

**13. PPP transaction expert (international; 1 person-month intermittent over 3 months).**

The consultant will have a Master's degree in business management or health care financing, with at least 10 years of relevant experience. The consultant must have assisted in the transaction and/or design of PPPs in the health sector. The expert will review the contract documents of the UPHCSDP and based on global best practices experience and stakeholder consultation, provide recommendations on how to strengthen the contract documents of UPHCSDP to (i) increase the accountability of the provider, (ii) reduce the bureaucratic red tape and delays in payments in the contract, (iii) increase the scope to reward the better performer, and (iv) create adequate disincentives for the parties that do not perform well.

**14. Procurement expert (international; 6 person-months intermittent over 12 months).**

The consultant will have a relevant degree with at least 7 years' experience in managing procurement on large health care projects both equipment, vehicles and contracting out of health services. In consultation, the expert will (i) review existing procurement plan; (ii) define project threshold based on market conditions/analysis, ADB's review requirements based on the risk identified and develop the procurement plan for all goods and services to be taken up for the new project; (iii) finalize the bid documents of all goods and services; (iv) prepare model evaluation reports and related transactions; and (v) conduct procurement capacity assessment of executing and all 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) (refer to Appendix 7, 8, 9, 11, 12, 13 and 14).

**15. Civil engineer – community infrastructure planning (international; 3 person-months intermittent over 3 months).**

The consultant will have a relevant academic degree with at least 10 years of relevant experience and with experience in community infrastructure and "green infrastructure." The consultant will closely work with the team leader and climate change and health expert to (i) support the national architect in integrating "green principles" in siting, location, design and construction, building materials in design of health facility structures; (ii) conduct urban health facility mapping and prioritization for effective decision making on facility location, coverage of vulnerable people and for preventive health interventions; (iii) identify opportunities for community WATSAN facilities, surface water source protection, and water harvesting; (iv) identify energy security and efficiency options for health facilities and delivery systems; (v) develop a methodology together with the Climate Change and Health Expert to prioritize infrastructure measures that have the greatest health impacts; (vi) estimate the expected costs of the prioritized interventions; and (vii) support the Climate Change and Health Expert in preparing the Urban Climate Change Resilience Trust Fund (UCCRTF) grant proposal, including the detailed terms of reference for the implementation of the prioritized community infrastructure measures.

**16. Climate change and health expert (international; 3 person-months over 3 months).**

The consultant will have a relevant academic degree with at least 10 years of relevant experience in the design of climate change related projects in the health sector. The expert will work in close coordination with the team leader and the civil engineers to identify risks and opportunities related to urban health delivery in the context of increasing urbanization and

climate change. The consultant is expected to (i) prepare a brief working paper on the direct and indirect links between climate change, urban infrastructure and public health in Bangladesh; (ii) carry out an institutional landscape mapping and capacity gap assessment of the health emergency risk management capabilities of ULBs and develop a health emergencies preparedness and Response plan/checklist for dealing with health emergencies in cities; (iii) carry out an institutional landscape mapping and capacity gap assessment for integrating health considerations into urban planning by ULBs; (iv) support the civil engineer in prioritizing community-based infrastructure measures to improve public health; (v) prepare a detailed training plan for climate resilient urban planning emergency risk management; (vi) prepare grant proposal with detailed terms of reference for the Urban Climate Change Resilience Trust Fund (UCCRTF) for three components (capacity building, emergency response, and community infrastructure); and (vii) works with team leader to ensure that identified grant components have gone through the appropriate due diligence requirements, including social and environmental safeguards, and have been accounted for in project costing.

**17. Health systems expert (Deputy Team Leader) (national; 6 person-months intermittent over 12 months).** The consultant will have a Master's degree in public health and/or Master's degree in Business Management with specialization in health care financing. Ph.D. in health systems/ health economics/ health financing would be given preference. At least 10 years work experience. The consultant will (i) conduct a robust assessment of capacities of various stakeholders and develop implementation plans for effective interventions in this area; and (ii) analyze alternatives and cost-effectiveness to develop plans that would be effective and sustainable for infrastructures and other components such as behavioral communications and marketing, information technology for staffing resources and financing.

**18. Governance and financial management expert (national; 2 person-months intermittent over 3 months).** The consultant should have at least 7 years' experience in financial management. A Master's degree in public administration or relevant degree and preferably professional accountancy qualification such as a CA, CPA, ACCA, etc. with experience in conducting governance assessment on an ADB financed project would be preferred. The consultant will work closely with the deputy team leader and the relevant international consultant to conduct financial management due diligence of the implementing agencies with respect to financial management of project related activities in accordance with ADB's *Guidelines for the Financial Governance and Management of Investment Projects Financed by Asian Development Bank* (2002) and ADB's *Handbook for Borrowers on the Financial Management and Analysis of Projects* (2006) that will include a review of (i) corporate planning and budgetary controls, (ii) financial and management accounting and reporting, (iii) internal control and audit systems, and (iv) data processing; and (v) review current accounting, financial management, and control systems and give inputs into the project design to strengthen project governance and financial management.

**19. Health information technology expert (national; 2 person-months intermittent over 3 months).** The consultant should have at least 7 years' experience in information and communication technology management, preferably in large health care project; and have a Master's degree in health management information systems and/or information technology related to project management would be preferred. The consultant will (i) work closely with the deputy team leader and relevant international consultant to conduct information technology due diligence of the implementing agencies with respect to use of information technology in project related activities; (ii) assess how information and communication technology best practices can be adopted to these implementing agencies to increase the effectiveness of project implementation; (iii) review applicability of mobile and web-based and other new technologies

for improvement of child and maternal care; and (iv) develop guidelines for implementing the project health management information system (HMIS) and management information system (MIS) using web-based DHIS2 platform. Based on the assessment, the consultant will propose technical assistance for integrating information and communication technology to improve project implementation into the project design.

**20. Monitoring and evaluation expert (national; 2 person-months intermittent over 3 months).** The consultant will have a relevant academic degree with at least 10 years of relevant experience. Previous work on an ADB or WB project will be given preference. The consultant will closely work with the deputy team leader and the relevant international consultant on all matters pertaining to monitoring and evaluation. In relation to the project outcomes and in discussion with the deputy team leader and the relevant international consultant, the expert will (i) collect and produce an analytic report on health service delivery and quality of service data from all three phases of the project; (ii) design the project results framework and performance monitoring mechanisms, to include: (a) reporting and visualization on the web-based HMIS and MIS; (b) forms and monitoring schedule; and (c) outputs and outcome monitoring requirements (based on discussions with ADB and all specialists); (iii) develop TORs for midline and endline household, facility, and qualitative surveys and routine and periodic monitoring of outputs and outcome; (iv) supervise surveys and investigations; (v) carry out monitoring as per agreed schedule; (vi) review and contribute to project completion reports of sub borrowers; and (vii) coordinate with health information technology experts to complete web-based HMIS and MIS platforms.

**21. Economist and finance expert (national; 2 person-months intermittent over 3 months).** The consultant will have a relevant academic degree with at least 10 years of relevant experience. Previous work on an ADB or WB project will be given preference. The key tasks will include, but not be limited to, the following: (i) review the methodology for conducting economic evaluation with sensitivity analyses of the project components in the sample urban local bodies (ULBs); (ii) review the estimate of the detailed economic project costs and identify all project economic benefits, considering them with and without project scenarios, as well as incremental and non-incremental benefits; (iii) support the climate change adaptation specialist to prioritize cost-effective community infrastructure investments in each city that most efficiently and economically address the rising burden from climate-sensitive diseases; (iv) conduct an economic and financial viability assessment of the subprojects; conduct an affordability analysis; (v) update/gather information in order to conduct a sample financial model for the project ULBs; (vi) conduct financial sustainability analysis including revenue and cost projections and calculations of WACC and FIRR for revenue generating subprojects in the sample towns to ensure that it complies with ADB's *Guidelines for the Financial Governance and Management of Investment Projects Financed by Asian Development Bank* (2002) and ADB's *Handbook for Borrowers on the Financial Management and Analysis of Projects* (2006); and (vii) identify any financial management issue that could affect project implementation and/or the sustainable operation of project investments and suggest mitigation strategies, to be incorporated either into project design or project implementation arrangements.

**22. Medical equipment expert (national; 2 person-months intermittent over 3 months).** The consultant will have a relevant academic degree with at least 10 years of relevant experience. Previous work on an ADB or WB project will be given preference. The expert will (i) review the usefulness and appropriateness of the equipment supplied to health centers and referral hospitals under the UPHCSDP; (ii) identify the list of equipment, with detailed specifications, that will need to be procured to meet the proposed project objectives; (iii) assist in identifying pre-installation activities (including preparation of sites and training of staff) for the



different inputs to be supplied; (iv) prepare plans for effective procurement (including guidelines), delivery, maintenance, and storage; (v) suggest bidding packages for procuring equipment; and (vi) prepare bidding documents.

**23. Social development (gender) expert (national; 2 person-months intermittent over 3 months).** The consultant will have a relevant academic degree with at least 10 years of relevant experience. Previous work on an ADB or WB project will be given preference. The expert will (i) conduct gender analysis; (ii) provide inputs into different areas covered by other experts such as monitoring and evaluation, primary health care, poverty analysis; (iii) build on and update, taking into account lessons learned, the two-page, simplified, and project-specific gender action plan (GAP) based on gender analysis, and enhance the tools developed in UPHCSDP, i.e., (a) format for baseline data in view of the GAP, (b) format for target-setting against the baseline, and (c) format for monitoring the implementation of the GAP; and (iv) carry out an organizational and capacity needs assessment of the executing agency (Local Government Division) and the implementing agencies (city corporations and municipalities) in terms of their ability to support the implementation of pro-poor, social, and gender-related design features of the loan. Based on identified gaps, the expert will recommend a capacity development project of activities to participating civil society NGOs and private sector entities associated in the implementation of the proposed project.

**24. Civil engineer (Deputy Team leader) (national; 4 person-months intermittent over 4 months).** The consultant will have at least a Bachelor's degree in Civil Engineering. Masters in Civil Engineering will be preferred. The consultant will have at least 15 years work experience and should have previously worked as team leader on an ADB or World Bank financed project. The consultant must have experience in designing and supervising the construction of health facilities. The consultant will be responsible for the collective work of the infrastructure design arm and for timely preparation of all formal written reports the inception report, periodic progress reports, draft final report, and final report. The consultant will ensure the quality and timely outputs of the infrastructure design arm and will coordinate with various stakeholders of the project to ensure that various views of the stakeholders are incorporated. The consultant along with the other team members will: (i) review the existing designs of health facilities and the designs used in UPHCSDP and its previous phases for their usefulness, effectiveness, and cost; (ii) based on the review, design health centers and comprehensive reproductive health care referrals, including appropriate documentation, specifications, and schedule of rates; (iii) organizing a survey of all facilities proposed to be upgraded/constructed to assess the investment needs; (iv) check the findings of the survey of all facilities for the project and confirm the extent of work; (v) determine the most successful way to implement the refurbishment contracts; (vi) prepare packages of construction based on the project detailed project designs as agreed upon with the government; (vii) finalize design and documentation for the packages; the documents will be used for bidding, contracting, supervising, and administering implementation; and (viii) develop guidelines for proper building maintenance and estimate maintenance costs that need to be budgeted to maintain the physical conditions of health facilities.

**25. Structural design engineer (national; 3 person-months over 3 months).** The consultant will have a Bachelor's degree in Civil Engineering and at least 10 years' experience in design, supervision and management of large civil works. In consultation with the Deputy Team Leader (infrastructure design), the consultant will (i) supervise and carry out detailed designs of comprehensive reproductive health care (CHRC) and PHC centers/buildings, feasibility as well as detailed design and contract documentation; (ii) coordinate surveys and investigations required to complete the tasks; (iii) review operation and maintenance (O&M) practices; and (iv) any other design tasks as assigned.

26. **Environment expert (national; 2 person-months intermittent over 3 months).** The consultant will have a Master's degree in Environment Sciences with at least 7 years' experience in conducting environmental due diligence, preferably on ADB or WB financed projects. The expert will prepare, in collaboration with the engineers, environment assessment and review framework (EARF) and initial environmental examination (IEE) for the investment project, including grant-financed components, in accordance with the applicable ADB's policies, ADB operations manuals, guidelines, and additional instructions such as environmental and social audit and corrective action plans are required as per ADB's *Safeguard Policy Statement* Appendix 1 para 10; and prepare safeguard documents for the appraised investment project, including grant-financed components, in accordance with the applicable ADB's policies, ADB operations manuals, guidelines, and additional instructions.

27. **Social development (safeguards) expert (national; 2 person-months intermittent over 3 months).** The consultant will have a Master's degree in relevant social sciences with at least 10 years' experience in conducting environmental safeguards due diligence, preferably on ADB or World Bank financed projects. The expert will prepare, in collaboration with the engineers and in accordance with the applicable ADB's policies, ADB operations manuals, guidelines and additional instructions: (i) both involuntary resettlement and small ethnic communities safeguard plans and documents for investment projects, including grant-financed components; (ii) mitigation plans and documents for vulnerable populations at risk from climate impacts; (iii) a poverty reduction and social strategy; and (iv) strategy for participation and community mobilization in accordance with the applicable ADB's policies.

28. **Architect (national; 2 person-month intermittent over 3 months).** The consultant will have a Master's degree in Architecture with around 15 years' experience in design of terminals and facilities, and be conversant in international best practices in design of terminals and public utility structures. In consultation with the Deputy Team Leader (infrastructure design), the consultant will (i) conduct surveys and investigations required for area development- and facility-based projects; (ii) complete feasibility analysis and designs for all elements (including working drawings); (iii) in consultation with other specialists, complete design and layout of facilities; (iv) in consultation with the engineers, prepare estimates for the activities proposed; and (v) review design elements of the bid documents for various components of the building elements.

29. **Infrastructure procurement and finance expert (national; 3 person-months over 3 months).** The consultant will have a Master's degree in Business management or finance or relevant discipline with at least 7 years' experience in managing procurement on large health or urban infrastructure projects. The consultant will work closely with the team and will (i) conduct a procurement assessment of implementing agencies; (ii) assist in developing bid documents for civil works pertaining to the project, including components financed by the proposed investment grant; and (iii) assist on aspects of advance procurement action for civil works.

30. **Individual consultants.** The second phase of the TA will be for bridging technical assistance, and further due diligence and support during the fact-finding mission. 3 person-months of international and 16 person-months of national individual consultants would be utilized for advance procurement as well as other support that would be assessed during the fact-finding mission.

31. **PPP transaction expert (international; 1 person-month).** The consultant will have a Master's degree in business management or health care financing, with at least 10 years' experience. The consultant must have assisted in the transaction and/or design of PPPs in the health sector. The expert will review the PPP contract documents of the UPHCSDP and based on global best practices experience and stakeholder consultation, provide recommendations on

how to strengthen the contract documents of UPHCSDP to (i) increase the accountability of the provider, (ii) reduce the bureaucratic red tape and delays in payments in the contract, (iii) increase the scope to reward the better performer, and (iv) create adequate disincentives for the parties that do not perform well.

32. **Environment expert (international; 1 person-month).** The consultant will have a Master's degree in Environment Sciences with at least 15 years' experience in conducting environmental due diligence, preferably on ADB or WB financed projects. The expert will prepare, in collaboration with the engineers (i) environment assessment and review framework (EARF) and initial environmental examination (IEE) for the investment project, including grant-financed components, in accordance with the applicable ADB's policies, ADB operations manuals, guidelines and additional instructions; and (ii) environment safeguard documents for the appraised investment projects, including grant-financed components, in accordance with the applicable ADB's policies, ADB operations manuals, guidelines, and additional instructions.

33. **Social safeguard expert (international; 1 person-month).** The consultant will have a Master's degree in relevant social sciences with at least 15 years' experience in conducting social safeguard due diligence, preferably on ADB or WB financed projects. The expert will prepare, in collaboration with the engineers and in accordance with the applicable ADB's policies, ADB operations manuals, guidelines and additional instructions: (i) both involuntary resettlement and small ethnic communities safeguard plans and documents for investment projects; (ii) a poverty reduction and social strategy; and (iii) strategy for participation and community mobilization in accordance with the applicable ADB's policies.

34. **To be determined (national; 16 person-months).** Depending upon the requirement of the consultant services, the terms of reference will vary and will be determined at the time of fact-finding or before.

## E. Implementation Arrangements

35. LGD will be the Executing Agency for the TA. A steering committee will be established, to be chaired by the Secretary, LGD, and including representatives of MOHFW, Economic Relations Department, Planning Commission, city corporations, municipalities, nongovernment organizations, development partners, and civil society. The steering committee will guide and coordinate the TA through monthly meetings. A project coordination unit (PCU) will be established in the PMU of UPHCSDP. The PCU will be responsible for coordinating the TA, including liaison with stakeholders; data collection and analysis; support of consultants; provision of logistic support; and organization of workshops. The Project Director of UPHCSDP will be the project coordinator, and will be assisted by staff of UPHCSDP.

36. The proposed TA processing and implementation schedule is listed in Table A3.4.

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

<b>Major Milestones</b>	<b>Expected Completion Date</b>
TA fact finding mission	April 2016
PPTA approved	July 2016
Selection of consultants	July 2016
Consultants mobilized	August 2016
Preparations for advance procurement actions	November 2016
Draft final report submitted by the consultants	December 2016
Final report	January 2017
Physical completion	June 2017
Financial completion	December 2017

PPTA = project preparatory technical assistance, TA = technical assistance.

Source: Asian Development Bank.