

## **TERMS OF REFERENCE FOR CONSULTANTS**

1. The indicative implementation period of the transaction technical assistance (TRTA) will be from December 2021 to July 2023. A firm together with individual consultants will be contracted by the Asian Development Bank (ADB) as the executing agency. The TA will use consulting services from a firm and individual consultants. The TA will mobilize and engage an estimated 47 person-months of total consulting services.

2. A firm will be recruited to help prepare the investment project, undertake the necessary due diligence and support project readiness and project management capacity. Individual consultants will also be recruited to provide advisory support, assist the government during project start-up including preparation of the project management unit recruitment and coordination work. Both the consultancy firm and individual consultants will be selected and supervised by ADB while both ADB and Ministry of Health and Medical Services (MHMS) will supervise and provide guidance in preparing and finalizing the outputs to be delivered for the ensuing project.

### **A. Objectives of the Assignment**

3. The purpose of the assignment is to prepare the investment project, undertake due diligence, and project documentation for the Kiribati Health Infrastructure and Systems Project (KHISP) in Kiribati. The firm will also assist in building the capacity of the government during their assignment including implementing project management trainings and coaching as required.

4. The project will have three outputs: (i) health service delivery strengthened, (ii) capacity to deliver essential health services improved, and (iii) infection control practice strengthened. The project will make direct investments to support health infrastructure and health systems (human capacity, logistics management, information systems and health management) and update infection control practices. By supporting the high health infrastructure costs, and the longer term health system strengthening aspects, this project will reduce the deaths.

5. ADB will be the executing agency for the TRTA, and the Ministry of Health and Medical Services (MHMS) and Ministry of Finance and Economic Development (MFED) will be the implementing agencies.

### **B. Transaction Technical Assistance**

6. ADB will engage a firm and individual consultants to: (i) undertake a health system diagnostic of essential health care services in Kiribati; (ii) assess in detail the existing health infrastructure and the gaps; (iii) conduct an assessment to determine the relative benefit of upgrading selected health facilities, and estimate the funding gap and financial sustainability of investments; (iv) conduct project and sector procurement risk assessments; (v) conduct a capacity assessment of the implementing agency; (vi) conduct technical, economic, financial and safeguards due diligence; (vii) assess social development and gender aspects of the project; (viii) prepare technical specifications for the physical components; (ix) prepare the project administration manual and other linked documents; (x) assist the implementing agency in the preparation of bidding documents; (xi) draft a procurement plan, cost estimates of equipment, bill of quantities (BOQs) and a master bidding document; and (xii) provide inputs to ADB's Report and Recommendation of the President (RRP).

7. To prepare for the project, ADB is administering project transaction technical assistance (TRTA) to:

- (i) Assess the existing health infrastructure in South Tarawa. This will include identifying the gaps, other development support and investment opportunities. It will also need to include technical requirements for business process mapping, operation and maintenance capacity and implementation constraints.
- (ii) Identify gaps in policy, institutional arrangements, human capacity etc. to achieve the project's objectives.
- (iii) Identify project components and estimate cost.
- (iv) Review the technical, economic and financial viability of the project and ascertain the rationale, scope, cost, schedule, implementation arrangements, risks and mitigation measures from both the government and the societal perspectives;
- (v) Ensure compliance with Asian Development Bank's (ADB) Safeguard Policy Statement 2009 (SPS) and identify mitigation measures and institutional strengthening;
- (vi) Assist the project's implementing agencies in advance contracting for the ensuing loan project.

### **C. Selection Method**

8. The selection of the firm will be done through a quality- and cost-based selection method with a quality cost ratio of 80:20 and full-technical proposal. The terms of reference are output-based as opposed to traditional input-based terms of reference. The specific outputs for the consultant firm are described below. The firm will be requested to focus on proposing how to produce and deliver the required outputs of high quality rather than on proposing quality inputs for the consulting service. It is estimated that the firm will be engaged from February 2022 to January 2023.

9. Selection of individual consultants will be done through both international and national consultant selection using time-based contracts.

### **D. Scope of Services - firm**

10. The consulting firm selected will have a strong regional health experience, including specifically in health service planning and health system strengthening. The firm will be responsible for assigning team members to each task to produce the PPTA outputs as effectively and efficiently as possible.

11. The consulting firm shall meet the following requirements:

- (i) Register as a consulting firm under the ADB Consultant Management System (CMS) in accordance with the terms of both firm legal registration and home country status of each individual team members (all experts engaged under the contract must be citizens of one of the ADB member countries).<sup>1</sup>
- (ii) Over the past 10 years, shall have successfully completed at least three major projects providing national governments in the Pacific with support to strengthen health systems and programming.
- (iii) Collectively, the consulting firm should have in-depth knowledge of health service planning and health infrastructure design and be able to demonstrate the ability of Kiribati to maintain and operate proposed new investments. The key personnel

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<sup>1</sup> For further information, see: [https://uxdmz06.adb.org/OA\\_HTML/adb/adbpos/jsp/ADBPOSRegisterInfo.htm](https://uxdmz06.adb.org/OA_HTML/adb/adbpos/jsp/ADBPOSRegisterInfo.htm)

will have knowledge of both health systems and how regional health programs could be used to meet the project's objectives.

12. The firm will work in partnership with national and international lead industry associations, including, but not limited to, World Health Organization, the World Bank, the Government of New Zealand and the Government of Australia. Reporting to the ADB project officer through the assignment team leader and will perform the following:

(i) **Produce a health service diagnostic report in Kiribati.** It will contain (i) country data on health services, patient flows and burden of disease, (ii) assessment of current and future needs, (iv) health financing viability, (iv) donor support for health service delivery, (v) infection control analysis, (vi) will consider the beneficial impacts of proposed project investments to strengthen the health systems, and how these can be leveraged to help Kiribati move towards universal health coverage (UHC); and (vii) a monitoring and evaluation framework for the project. To achieve this output, all existing efforts by the government and relevant development partners will be reviewed and assessed.

(ii) **Conduct a capacity assessment of the implementing agencies** to prepare and implement the project. This will include thorough gap assessments of the current and needed capacity development regarding planning, procuring and supervising the investments. More specifically, the purpose of the capacity assessment will be to (i) determine if MHMS has sufficient and sufficiently trained staff capable of expanding their existing programs, (ii) define the capacity building and institutional support needs, and (iii) design and propose a capacity building program robust enough to assist the MHMS to create sufficient capacity to develop, implement and maintain health services; (iv) and project management capacity assessment and training and capacity building exercises to address identified capacity requirements of implementing agencies during due diligence.

(iii) **Social and Gender Assessment.** A poverty, social and gender assessment will be carried out and contribute to the project design and preparation of the required project documentation based on ADB requirements. The report will include (i) assessment of poverty, social and gender issues in health; (ii) identifying interventions to address challenges and constraints in the health system particularly in reducing gender gaps in health outcomes (where they exist); (iii) identifying priority interventions and procedures to promote participation by and benefits to women, the poor, indigenous people, and other disadvantaged groups in the proposed project; (iv) include summary poverty reduction and social strategy and gender action plan in the report based on the opportunity to mainstream gender or promote gender equality in the project as per ADB requirements and (v) include assessment of the workers that will be hired and where the workforce would come from and what conditions would be put in place to ensure that the country's labor legislation will be followed at the time of delivery of the projects by the contractors. The assessment should also be able to contribute to the project design and monitoring framework and collect key sex-disaggregated baseline data to be monitored during the project implementation. Relevant socio-economic baseline information and social and gender impacts will be integrated into the environmental assessment.

(iv) **Financial Due Diligence.** Conduct financial due diligence based on the proposed project design and components, including financial sustainability analysis and evaluation, preparing detailed financial models for the project and making recommendations on how to achieve sustainability along with relevant financial covenants. Undertake a financial management capacity assessment of the executing agency and implementing agency,

which will include identifying areas of weaknesses where ADB could assist the implementing agency/executing agency to improve their financial management and reporting. This includes an assessment of all the MHMS selected health facilities to be supported by the project according to the requirement of ADB. Design disbursement arrangements and funds flow mechanism for the project, prepare detailed project cost estimates for all project activities, and conduct an assessment of integrity risks. Identify and justify if there is a need for use of the advance account procedure and determine capacity to manage it. The firm will prepare the relevant text for inclusion in the Project Administration Manual and other Report and Recommendation of the President (RRP) linked documents in ADB format as required. Financial management guidance materials are available at <https://www.adb.org/projects/operations/financial-management-resources>

(v) **Economic Due Diligence.** Undertake project economic analysis covering key areas as outlined in *ADB. 2017. Guidelines for the Economic Analysis of Projects. Manila*. This will include exploring all types of economic analysis (such as cost-effectiveness analysis or other forms of economic assessments), including sensitivity and risk analysis on key variables, as well as distribution analysis including calculation of the project's poverty impact ratio, to gauge the project's overall economic net benefits. Quantifying project benefits may require the development and conduct of surveys with key partners in the health sector. Prepare the economic analysis linked document and related inputs to the RRP.

(vi) **Strategic Procurement Planning including Procurement Capacity and Risk Assessment.** The deliverables will include (i) assessing the procurement capacity of concerned government agencies, (ii) assessing the procurement risk assessment including supply market analysis (ii) analyzing all available procurement options and preparing options analysis; (iii) preparing strategic procurement planning report with fit-for-purpose procurement strategy to achieve value for money; (iv) providing training and guidance to EA/IA on procurement matters, where needed based on the emerging project design and potential health facilities to prioritize; (v) developing potential lists of goods and services to be procured under the project and prepare an indicative procurement plan in accordance with ADB's Procurement Regulations 2017; (vi) preparing terms of reference for the project management unit and other required consultants during project implementation in accordance with ADB Procurement Policy (2017, as amended from time to time); and (v) setting up a documentation and monitoring system for procurement activities to ensure timely project implementation.

(vii) **Social Safeguards Due Diligence.** Prepare safeguards due diligence consistent with the project designs for involuntary resettlement, and indigenous peoples in accordance with the SPS and country safeguard systems. Conduct screening of proposed sites to fully understand ownership and tenure arrangements. Prepare either a due diligence report (DDR) or a Land Acquisition and Resettlement Action Plan (LARP). The DDR will be prepared for government land or existing government lease. If any private land is required to be acquired, restriction on land use or access will take place, assets on private or government land will be affected, or an easement created for any land-based infrastructure, a LARP is to be prepared. For existing sites that have already been acquired prior to the project, an audit will be undertaken to check if there are any outstanding involuntary resettlement issues and prepare a corrective action plan as required. All these documents will be prepared in accordance with the SPS requirements and prescribed templates. If screening reveals that indigenous peoples (IPs) are present in or have a collective attachment to the project area(s) and the project will have potential positive and

adverse effects on IPs, an indigenous peoples plan (IPP) will be prepared. If IPs are the majority of project beneficiaries and when only positive impacts are identified, a separate IP plan is not required but the elements of an IP plan are integrated in the overall project design. This also requires assisting the government to organize free, prior and informed consultations with the affected IP communities about the project and that there is broad community support for the proposed project. The consultant, in coordination with the environmental specialist, will also prepare inputs to the Stakeholder Consultation and Participation Plan and grievance redress mechanism (GRM) as well as facilitate consultations with key stakeholders including beneficiaries, affected people and women.

(viii) **Environmental Safeguards Due Diligence.** Prepare safeguards due diligence consistent with the project designs for environment in accordance with the SPS and country safeguard systems. The environmental assessment will be commensurate with the potential risk and level of environmental impact identified during the screening. The environmental assessment will elaborate the baseline and impacts identified during the screening, including undertaking additional surveys as required. The assessment will clearly define and show on maps and drawings the project impact area. The assessment will include an environmental management plan (EMP) for any physical components. The structure of the report will be agreed with ADB. For existing facilities and operations, an audit will be undertaken to check if there are any outstanding environmental issues and prepare a corrective action plan as required. The audit can be integrated into the 'description of the project' section of the assessment report and the corrective action plan can be integrated into the pre-construction elements of the EMP. All documents will be prepared in accordance with ADB SPS requirements and prescribed templates. The consultant, in coordination with the social safeguard specialist, will also prepare inputs to the Stakeholder Consultation and Participation Plan and GRM as well as facilitate consultations with key stakeholders including beneficiaries, affected people and women.

(ix) **Risk Assessment and Risk Management Plan.** In accordance with ADB's format.

(x) **Project Administration Manual.** Prepare the Project Administration Manual and detailed implementation plan based on the final project design. This includes identifying the overall implementation arrangements and structure including involvement of the provincial government and priority institutions during implementation, timeline to ensure timely execution of proposed project components and composition of the project management unit, consultant experts and other potential staff resources within the government, procurement, project monitoring and reporting.

#### Indicative list of Experts from the Consulting Firm

| Position                               | Minimum Qualification Requirements   | Indicative Person-months (pm)         |
|--|--|---------------------------------------|
| Health systems specialist)/Team Leader | The consultant will be the team leader of the Transaction Technical Assistance (TRTA) and should have an advanced degree in public health, health systems, health economics or related discipline and at least 15 years experience in undertaking assessments and designing projects in the health sector. The expert will work closely with all key government agencies and key stakeholders and will be responsible for the overall planning and | 8 pm (international)<br>(Team Leader) |

|                                   |   |                      |
|-----------------------------------|---|----------------------|
|                                   | implementation of the TRTA, design the project and preparation of reports. The expert will oversee the delivery and consolidation of all the TRTA finding look at the interface between public and primary health care.   |                      |
| Health architect                  | Should have proven experience in designing health facilities, equipping them and maintenance. The architect should be familiar with adapting health services to low resource and capacity settings.   | 5pm (international)  |
| Clinical services expert          | Should have proven experience in working in clinical health. The planner should be familiar with health systems in low resource settings.   | 4pm (international)  |
| Health economist                  | Degree in economics or other relevant field. At least 8 years of experience in health economics carrying out economic analysis. Demonstrated ability to conduct economic analysis in accordance with ADB guidelines. Work experience in the Pacific or other similar environments is an advantage.  | 1 pm (international) |
| Financial management specialist   | Degree in finance, accounting, or related field. At least 8 years of experience in social sector projects. Demonstrated ability to conduct financial management assessments and financial analysis in accordance with ADB guidelines.   | 4 pm (international) |
| Environment expert                | Degree in environment science or related field. At least 7 years of experience in development projects preparing environmental assessments, environmental management plans and environmental assessment review frameworks. Work experience in the Pacific is required.  | 3 pm (international) |
| Social / gender safeguards expert | Degree in social studies or other relevant discipline, and at least 7 years' expertise in assessments of gender and social development issues surrounding females, the poor, indigenous people, and other disadvantaged groups, preferably in the context of the health sector. A good understanding of relevant ADB policies and requirements. | 4pm (international)  |
| Procurement expert                | Degree in business administration or related field. At least 10 years of experience in procurement capacity on development projects preferably in the health sector, with demonstrated experience with ADB procurement and consultant guidelines.   | 4 pm (international) |

13. The Health systems/Team Leader (international) will be responsible for engaging with the Ministry of Health and Medical Services and the Asian Development Bank to led the development of the project and oversee all project design consultants. The specialist will (i) determine the health needs; (ii) define service delivery investments; (iii) specify existing health infrastructure and needs, and support prioritizing investments; (iv) support aligned budgeting; (v) facilitate reporting arrangements; and (vi) promote gender equity in health access. The specialist will support the identification of health facility upgrades under the project, and provide advice on asset management and facility maintenance. Team lead tasks will include: (i) coordinating the activities

of team members and develop detailed work plan and implementation schedule; (ii) ensuring the quality and timeliness of deliverables of the TRTA and will ensure that all documentation required by ADB is prepared in accordance with ADB's standards and procedures (including financial documentation, technical documentation, and other relevant documents); and (iii) assisting with the preparation of relevant sections of the ADB's RRP and all supporting reports. They will ensure adherence to applicable quality standards, collaborating with the various stakeholders to ensure the highest and most adapted quality of the deliverables. They should meet the following minimum qualifications for the team leader role:

- (i) A post graduate degree in public health or health management;
- (ii) Experience in design, management and implementation of immunization programs and disease control systems. (international experience in health system strengthening is considered a priority);
- (iii) Experience in design and organization of business processes;
- (iv) Demonstrated familiarity with ADB's policies.
- (v) Demonstrated ability to supervise a team of experts. Preference will be given to candidates holding prominent positions in national or international academic bodies or equivalent bodies. They will interface with the various stakeholders of the project, will address contract execution issues as they arise, and will ensure the timely delivery of contract outputs;
- (vi) Ability to work with multiple stakeholders, including, government, private sector, and donor agencies;
- (vii) Demonstrated change management skills;
- (viii) Excellent English language skills, including ability to conduct oral presentations and to produce written reports of high quality.

14. The Health architect (international) will design project investment that reflect international best practices in building design, sustainability and environmental impacts. Key tasks will include, but are not limited to, undertaking an (i) assessment of current infrastructure at TCH and Betio to be upgraded by the project; (ii) the feasibility and requirements for successful upgrade in infrastructure; (iii) develop collegial working relationships with state and nonstate key stakeholders including the relevant MHMS counterparts and support the development of an 'inline' position by the end of the project in health facility design and refurbishment; (iv) consult with the MHMS, health facility staff, the community, local technical experts, and other key stakeholders and maintain effective relationships; (v) provide advice for monitoring and evaluation of indicators for climate proofing construction relevant to climate change impacts; (vi) advise on scope and specificity of building contracts; (vii) develop schematic and detailed design drawings for project civil works including structural, hydraulic, electrical, civil and mechanical engineers and respective drawings; (viii) assist MHMS in preparing bidding document and support in specifying construction period and qualification requirements with respect to technical capacities; and (ix) identify key indicators for supervision of construction. They should meet the following minimum qualifications:

- (i) At least 10 years of senior experience in architecture with at least 4 years in experience in designing and implementing health facilities in low resource settings
- (ii) Ability to work with multiple stakeholders, including government, United Nations agencies, civil society, community organizations, private sector, and donor agencies.

15. The Clinical services expert (international) will ensure that project investments meet the framework for National Health Service Standards to ensure health facilities are able to operate effectively. Key tasks will include, but are not limited to, undertaking an (i) assessment of current staffing capacity at TCH and Betio hospital; (ii) develop the feasibility and requirements for successful operating of upgraded health infrastructure; (iii) develop collegial working relationships with state and nonstate key stakeholders including the relevant MHMS

counterparts and support the development of an 'inline' position by the end of the project in health facility design and refurbishment; (iv) consult with the MHMS, health facility staff, the community, local technical experts, and other key stakeholders and maintain effective relationships; (v) provide advice for monitoring and evaluation of indicators for health facility operations; (vi) support clinical innovation programs and leadership and management programs; (vii) develop organization development and strategies to improve clinical governance to maximise patient care; (viii) assist MHMS in preparing bidding document for training in clinical management and emergency and obstetrics care; and (ix) identify key indicators for supervision of training. They should meet the following minimum qualifications:

- (i) A degree in public health, nursing or medicine or equivalent
- (ii) At least 10 years of experience in clinical governance with at least 4 years in experience public health in low resource settings
- (iii) Ability to work with multiple stakeholders, including government, United Nations agencies, civil society, community organizations, private sector, and donor agencies.

16. The key tasks of the Health economist (international) will be to undertake a technical assessment and overview of the feasibility and requirements for a health infrastructure project. The proposed focus of the outputs is: (i) assess the economic and financial rationale for potential new infrastructure project; (ii) conduct a detailed economic analysis (such as cost-effectiveness analysis, or cost-benefit analysis) of the impacts and outputs of the potential project conducted from both the government and the societal perspective. Both direct and indirect cost components should be considered which includes construction and materials costs, hospital equipment costs, training costs, additional program and operations costs, caregiver costs, etc. Other costs such as the loss of productivity from hospitalization should be looked into, as well as the stress put on the hospital and health system. Benefits should include direct health benefits to the clients and community, and also potential benefits to be gained from shorter episodes of care, quicker turnover of beds (and occupancy), reduced number of hospital acquired infections, and reduced needs for overseas medical referrals, especially for maternal and child care. Other benefits to be included are potential cost savings to the system down the line due to these preventative measures and health worker time preserved by preventing disease transmission, hospitalization and, or improved response to outbreaks. These factors should contribute to the overall reduction in under-five mortality, and improve the overall bed occupancy ratio, but the analysis should also document confounding factors that may also influence these outcome indicators that are beyond the project's control. To ascertain the robustness of the analysis, a sensitivity analysis should be conducted with relative levels of uncertainties covered and point estimates given. Also values should be adjusted based on amortization and discounting factors. The analysis can be conducted following the ADB's 10 key areas of Economic Analysis; and (iii) conduct a financial sustainability analysis to determine the level of available resources for the government to manage any recurrent costs of the project investment. The consultant will coordinate these works with the epidemiologist and ensure recommendations ensuing will be integrated into the detailed implementation plan. They should meet the following minimum qualifications for the public health specialist role:

- (i) Higher education in health economics is mandatory.
- (ii) At least eight years of experience in health system strengthening including specifically assessing health systems;
- (iii) Experience in conducting economic analysis using ADB or similar guidelines;
- (iv) Ability to work with multiple stakeholders, including civil society, government, community organizations, private sector, and donor agencies; and
- (v) Excellent English language skills.

17. The key tasks of the Financial management specialist (international) will be to (i) conduct a financial management assessment of the implementing agencies; (ii) review of cost estimates



and financing plan, financial viability evaluation of project; (iii) financial structure assessment including funds flow, disbursement mechanism; and (iv) conduct financial analysis and projection of the implementing agencies. The financial management specialist will identify areas of weaknesses and recommend measures to mitigate risks. The expert proposed will be expected to meet the following minimum requirements:

- (i) A postgraduate qualification in finance or related field;
- (ii) Demonstrated experience in undertaking financial assessments including financial structure and disbursement mechanisms;
- (iii) Demonstrated review, tracking and monitoring skills;
- (iv) Strong English language skills.

18. The key tasks of the Procurement expert (international) will be to: (i) conduct procurement capacity and risk assessment of the EA and IA; (ii) identify key constraints and challenges in procurement operations and supply market; (ii) conducting strategic procurement planning (SPP) exercise and prepare an SPP report including procurement risk assessment and mitigation plan (P-RAMP) along with fit-for-purpose procurement strategy to maximize value for money in accordance with ADB procurement Policy (2017), Procurement Regulations for ADB Borrowers (2017), and related ADB's Guidance Notes for Procurement Risk Framework and Strategic Procurement Plan (June 2018, as amended from time to time); (iii) conduct SPP workshops as well as capacity building training of EA/IA staff to familiarize them with ADB Procurement Policy and Procurement procedures; (iv) prepare the request for proposal for the recruitment of project implementation consultant/s; (v) prepare technical specifications for the equipment and physical components; (vi) assist the IA in the preparation of the Master Bidding documents; and (vii) contract cost estimates for works/equipment and associated Bill of Quantities (BOQs) to be included in bid documents. The expert proposed will be expected to meet the following minimum requirements:

- (i) A postgraduate qualification in engineering, economics, finance or related field;
- (ii) At least 10 years of total experience including 8 years of specific experience in procurement of works/goods under ADB and other MDB funded development projects;
- (iii) Demonstrated experience in undertaking procurement capacity and risk assessments including procurement plan and preparation of cost estimates and bidding documents for contract packages
- (iv) Familiarity with ADB's Guide on assessing procurement risks and determining project procurement classification
- (v) Strong English language skills

19. The key tasks of the Social/gender development safeguards expert (international) will provide social safeguards, social development and gender analysis and inputs for the project which will ensure it fulfills the requirements for social safeguards of the SPS. The specialist will mainly carry out the following tasks: (i) conduct a poverty, social and gender baseline study; (ii) prepare gender related plan and relevant sections of the RRP as defined in ADB guidelines; (iii) draft the gender action plan as required (GAP) and the summary poverty reduction and social strategy (SPRSS); (iv) contribute social and gender-related inputs to other relevant ADB documents, including providing socio-economic and gender baseline data and social and gender impact assessment for integration into the environmental assessment, as required; and (v) assess the implementing and regulatory agencies' capacity for social safeguards and GAP implementation as well as those of potential institutional partners and stakeholder groups, including relevant civil society organizations, and any capacity support such groups may require to assist with safeguards/GAP implementation, or monitoring of safeguards or gender action plans. The expert proposed will be expected to meet the following minimum requirements:

- (i) At least 7 years of experience in social related work,

- (ii) Holds at least a Master Degree and
- (iii) Be familiar with ADB's policies.
- (iv) Familiarity and experience in the Pacific as well as strong English language. is essential.

20. The key tasks of the Environmental expert (international) will provide environmental analysis and inputs for the project which will ensure it fulfills the requirements for environmental safeguards of the SPS. The specialist will mainly carry out the following tasks: (i) conduct screening, baseline surveys as necessary, and impact analysis to inform the environmental assessment study; (ii) prepare environmental relevant sections of the RRP as defined in ADB guidelines; (iii) contribute environmental inputs to other relevant ADB documents as required; and (iv) assess the implementing and regulatory agencies' capacity for environmental safeguards. The expert proposed will be expected to meet the following minimum requirements:

- (i) At least 7 years of experience in environmental related work,
- (ii) Holds at least a Master Degree and
- (iii) Be familiar with ADB's policies.
- (iv) Familiarity and experience in the Pacific as well as strong English language. is essential.

21. In addition to the above required key experts, the proposing entities should also include in their technical proposal, in the personnel work plan and in their financial proposal all other "non-key experts" required in accordance with their proposed approach and methodology. The proposing entity must also determine and indicate the number of person-months for which each key or non-key expert will be required.

22. All experts engaged under the contract, whether key or non-key experts, must be citizens of one of the ADB eligible countries.

## **E. Preparation of Proposal**

23. Shortlisted entities are requested to prepare a Full Technical Proposal (FTP) to describe how they propose to deliver on the outputs of the contract in the section of their proposal called "Approach and Methodology". In this narrative, entities should be explicit in explaining how they will achieve the outputs (remote working vs time in country), and include any information on their existing activities upon which they may eventually build as well as the details of what staff will comprise the project team.

24. Entities must also describe their experience in the Pacific and their ability to operate in the environment.

25. Only one curriculum vitae (CV) must be submitted for each key and non-key expert included in the proposal. Only the CVs of key experts will be scored as part of the technical evaluation of proposals. The CVs of non-key experts will not be scored, however ADB will review and individually approve or reject each CV for each non-key expert position in the proposal. The overall structure of the team will be considered as part of the evaluation of the "Approach and Methodology".

26. All positions under the contract, both key and non-key experts, must be included and budgeted for in the financial proposal in accordance with the person-month allocation required for each as defined by the proposing organization.

## F. Terms of the assignment

27. Experts will be based either in country or travel frequently (borders permitting) to the countries for the duration of the assignment. The duration of the assignment is 13 months, and the assignment of experts is intermittent in nature. The terms will be revised based on consultations between the parties involved in the assignment according to changes and or additional requirements identified during the course of implementation.

## G. Provisional Plan of Milestones and Deliverables

28. Table 1 below outlines the provisional schedule of main deliverables and milestones. These deliverables will need to be submitted to ADB for further review and approval prior to payment. The contract will be a lump sum contract linked to payment milestones.

**Table 1: The Main Deliverables and Milestones**

| <b>Deliverable/Milestone</b>   | <b>Dates</b>   |
|--|----------------|
| Inception Report   | April 2022     |
| Preliminary Health Sector Assessments  | August 2022    |
| Preliminary Financial Management and Capacity Assessment   |                |
| Preliminary Sector and Project Level Procurement Risk Assessments                                    |                |
| Preliminary Technical assessment   |                |
| Preliminary Financial and Economic Analysis  |                |
| Draft Capacity Building, Institutional Development Program   |                |
| Interim Report   | September 2022 |
| Final Health Sector Assessment   | November 2022  |
| Final Financial Management and Capacity Assessment   |                |
| Final Sector and Project Level Procurement Risk Assessment and Strategic Procurement Planning Report |                |
| Final Technical assessment   |                |
| Final Financial and Economic Analysis  |                |
| Final Capacity Building, Institutional Development Program   |                |
| Draft Final Report   | January 2022   |
| ADB Fact-Finding Mission   |                |
| Final Report   |                |

## H. Scope of Services – individual experts

29. **Procurement Specialist (International, 2 person-months).** The assignment will be conducted over 6 months from March 2022 to September 2022 and require 2 months intermittent input by the expert. The main task of the consultant is to closely work with executing agency and the implementing agency and other ADB contracted consultants to carry out in-depth procurement due diligence and prepare a strategic procurement plan (SPP) with optimal procurement arrangements for the project. SPP report will include the procurement risk assessment and mitigation plan, market analysis studying the local and regional contractors' capacity to bid and execute the works, analyze various available options and recommend the most suitable procurement options to maximize value for money and effective procurement delivery in terms of appropriate contract packaging for goods, works and consulting services, procurement methods, contracting arrangements, required procurement and contract management support. Based on the SPP outcome, the consultant will prepare a procurement plan. During preparation of the SPP, consultant will also assist the EA and ADB to conduct SPP workshop to discuss and finalize the project procurement strategy and familiarize EA/IA staff with ADB's procurement policy and

procurement regulations (2017, as amended from time to time) and standard bidding documents. The consultant, with inputs from other members of the project team as required, will complete the following tasks:

- (i) Conduct strategic procurement planning exercise including developing project procurement risk assessment and mitigation plan with appropriate procurement strategy and procurement plan to maximize value for money in accordance with: ADB procurement Policy (2017), Procurement Regulations for ADB Borrowers (2017), and related ADB Guidance Notes for Procurement Risk Framework and Strategic Procurement Plan (June 2018, as amended from time to time);
- (ii) Assess agency procurement and contract management capacity including procurement policy, practices and procurement environment based on interviews with government counterparts, development partners and relevant stakeholders supported by review and sampling of specific procurement transactions and desk review of available reports and documents;
- (iii) Identify key constraints and challenges in procurement operations and market practices and assess and categorize procurement risks, based on the degree of their impact and likelihood of occurrence and incorporate them into the risk register for project procurement risk assessment and management plan. The procurement risk assessment questionnaire to be completed for each of executing and implementing agencies following the above guidance notes;
- (iv) Conduct market analysis including supply positioning and incorporate the key findings and conclusions into strategic procurement planning report;
- (v) Help executing agency prepare a procurement plan prior to loan negotiations covering the whole implementation period of end-to-end procurement activities, including contract packaging for goods, works and consulting services, relevant procurement methods, cost estimates, contracting arrangements, required procurement and contract management support, etc;
- (vi) Prepare a realistic schedule and cost estimate for design, supervision, inspection, and maintenance of proposed procurement activities;
- (vii) Organize procurement capacity development and SPP workshops for executing and implementing agency;
- (viii) Handhold executing agency in advance procurement of consultants and works/goods if any; and
- (ix) Other tasks as determined by the project officer.

#### **I. Qualifications and Experience of Consultant**

30. The expert will have a university degree in engineering, finance, public administration or a related field, and at least 12 years of general experience and at least 5 years of specific experience. Experience in infrastructure sector procurement is considered essential. Prior experience working on investment projects in the Pacific is preferred.

#### **J. Deliverables**

31. The due diligence (DD) deliverables for this assignment are outlined in the Table 1.

**Table 1: Due Diligence Deliverables**

| <b>Deliverable</b>  | <b>Date due</b>                 |
|---|---------------------------------|
| Project Procurement Risk Assessment and Management Plan   | 12 weeks after contract signing |
| Strategic Procurement Planning Report which includes market analysis and supply positioning, options analysis and | 16 weeks after contract signing |

|  |  |
|--|--|
| recommended procurement strategy with value for money statement and procurement plan |  |
| SPP and capacity building workshop for the EA/IA                                     | As agreed with the EA and as and when needed |