

## **OUTLINE TERMS OF REFERENCE FOR PROJECT MANAGEMENT AND MONITORING and OUTPUT IV**

### **A. Project Management and Monitoring**

1. **General Health Sector Specialist** (national consultant, 60 person-months). The specialist has a medical background with more than 10 years experience in public health, curative health and health systems. The specialist has practiced in primary and/or specialist level health care, is knowledgeable about health services planning, health technology assessment and has experience in advising policy makers and in working with professionals from other sectors of society. The specialist will support the Development Bank of the Philippines' (DBP's) headquarters health sector team, as well as the regional and branch offices in the Credit for Better Health Care Project's (the Project's) implementation by advising about the marketing approach, the health related merits of the submitted investment proposals. The specialist's advice will be based on (i) the eligibility criteria for subborrowers and for specific investments; (ii) the available Provincial Health Investment Plans. In the absence of such plans the specialist will review the submitted justification of the potential subborrower, related to the specific health care needs of the province or the area which the subborrower is planning to cover; (iii) reviewing the appropriateness and cost/effectiveness of the proposed specific investments (e.g. civil works and equipment) against the level of care the subborrower will work on as well as against the subborrower's available expertise and specialty; and (iv) the interpretation of the collected data, as part of the agreed monitoring and evaluation framework and report about the health impact of the provided investments and of the Project as such. The specialist will be DBP's liaison with the relevant health officials of the local government unit, Philippine Health Insurance Corporation (PHIC), and Department of Health (DOH) as well as with representatives of the professional and hospital associations. The specialist will be national consultant and hired on a full time basis for the duration of the Project. The specialist is expected to travel frequently to the Provinces and visit/inspect the sites of the planned and operational investments.

2. **Environment Specialist** (national consultant, 6 person-months). The program shall be undertaken by a National Environment Specialist with 10–15 years experience in preparing environmental assessment reports for health sector projects in accordance with the requirements of the Government of the Philippines and the ADB. Experience in medical waste management is required. The national environmental specialist will have the following tasks (i) assess the skills of the staff of the Program Development Department of DBP to determine training needs in the areas of environmental assessments, environmental monitoring and implementation of mitigation measures of health sector projects; (ii) identify and include in the training program personnel of other sectors within DBP that could benefit from the program; (iii) based on the basic environment management system (EMS), establish an EMS to be implemented by DBP to ensure that subborrowers shall meet the environmental requirements of the Government and ADB; (iv) prepare a short-term staff training plan and associated materials/training modules to meet training needs; (v) undertake the training through a combination of hands-on assistance (e.g., actual evaluation of proposed subprojects), on-the-job training, and training workshops; (vi) prepare a post-training evaluation report to assess the effectiveness of the training program; and (vii) prepare outline proposals for the longer-term organizational and capability development of DBP in relation to environmental impact assessment and implementation of EMS.

3. **Civil Works Specialist** (DBP staff/specialist recruited through DBP budget/national consultant, 15 person-months). The specialist, architect or civil/mechanical engineer, has extensive (at least 10 years) experience with designing and supporting the building of health

care facilities (hospitals, clinics, pharmacies and others). The specialist is knowledgeable about the latest international development issues in cost/effective design and operation of health facilities as well as in the creation of a working environment which is conducive for easy access to, and efficient and safe operation of health facility from a maintenance and from a users perspective (health staff and patients, including handicapped staff and patients/visitors). The specialist will (i) advise about the suitability, cost/effectiveness and safety of planned works, based on the submitted design/drawings and bills of quantity; (ii) take into account the licensing and accreditation requirements of DOH and PHIC as well as of those of other Philippine authorities (like for food, labor, environmental and fire protection); (iii) advise about the civil works consequences of relevant proposed investments in equipment (medical and non-medical) and the suitability of the place of planned installation; (iv) take into account the environmental safety requirements, in accordance with the loan agreement of DBP and Asian Development Bank (ADB); (v) review the submitted bid proposals of contractors on quality and costs; (vi) visit the proposed investment site at the design and the operational phases and advise DBP staff in headquarters and in the field, as well as the staff of microfinance institutions (MFIs) in relevant cases, submitted to them as part of DBP's onlending to MFIs for the implementation of the Project; and (vii) advise about the data, collected as part of the monitoring and evaluation of the Project and support the writing of the regular evaluation reports of the Project. The specialist is a national consultant who will be available intermittently on an as needed basis for the duration of the Project.

4. **Legal Specialist** (DBP staff/specialist recruited through DBP budget/national consultant; 3 person-months). The lawyer will be specialized in contracts with public and private sectors, with extensive practical experience of at least 10 years, including with the health sector. The specialist will advise on contractual agreements between public and private health care facilities. Such contracts will facilitate the cooperation between public authorities, as representatives of the health facilities they are responsible for, and private health care providers. The private providers can come in different legal entities: as single physicians/professionals, as private companies, as non-government organizations (NGOs) and as cooperatives. Cooperation can take a great variety of forms, from an admission contract for a private physician into a hospital or rural health unit, via the contracting out of certain support and management activities of a public hospital to a private company, to establishing a new public health facility on turn key basis and eventually also running it. The specialist will (i) advise parties about the way their relation can be legally established; (ii) ensure transparency and accountability exist for the two parties, as regards to their financial relation, the production of health services and about the expenditures and revenues; (iii) advise about contracts between PHIC and public-private entities with the aim to produce the necessary data for PHIC's claims review as well as for the timely payments to health care providers to make sure that repayment of the loan will be facilitated; and (iv) work closely with DBP's Legal Department, especially as regards any specifics of the public-private partnership, in the drafting of loan agreements with the public-private entity. The specialist will be a national consultant, trained at a Philippine university/faculty of law or law school. The specialist will provide intermittent services on an as needed basis for the duration of the Project.

5. **Financial Analyst** (24 person-months. in-house from DBP staffing). The specialist will (i) conduct economic and financial analysis for subprojects covering, among other things, demand analysis, least economic cost analysis, economic and financial cost and benefit analysis, economic and financial internal rates of return, sensitivity analysis, risk analysis, benefit distributional analysis, poverty impact ratios; (ii) assess pricing of services for the poor, willingness to pay, ability to pay of different user groups, cost-sharing mechanisms, and funds-flow arrangements; (iii) assess existing financial positions of the local governments, private

sector participants/partners of LGUs, and microfinance institutions that will relend/onlend funds or provide counterpart funds to the Project; and (iv) assess the financial management capacities of related local governments, private sector partners/participants, microfinance and other private financial institutions, and recommend measures to strengthen their financial management capacities, and recommend the terms of reference for consulting services.

6. **Monitoring and Evaluation Specialist** (18 person-months. inhouse from DBP staffing). TOR to be determined.

#### **B. DBP Capacity Building (Output IV)**

7. **Social Marketing Specialist** (national consultant, 18 person months). The specialist will have at least 10 years of experience in social marketing, planning and implementation, and on promoting health programs and/or development of financial products. The specialist will (i) review and if needed supplement, existing market research to develop a comprehensive and strategic 3 year social marketing plan for the Project with clear message, media and promotional strategies for key market segments; (ii) work with creative and graphic design consultants to design, copy test and produce a multi-media marketing kit that can be used by DBP Regional Marketing Centers in promoting the Project to new and traditional target markets; (iii) develop a public information campaign for financing sustainable health care projects in coordination with the DOH and PHIC; (iv) monitor DBP field branches and annually submit recommendations to the Project Director to support the annual plans; and (v) undertake a usage, attitude and preference study to capture the market's acceptance of the Project and identify relevant marketing issues for DBP action.

8. **Creative Design Specialists/Information, communication, technology** (national consultant, 6 person months). The group will have extensive experience in designing social marketing programs and materials and with experience in health promotions outside of Metro Manila. The group will have the following functions (i) design the creative materials needed to market the Project, to include but not be limited to brochures, posters, branding for letterheads, cards and branch merchandising and audio-visual materials; (ii) Support the management of the electronic media strategy for Project; (iii) develop the Project web page with appropriate links to DOH and PHIC and other relevant links; (iv) oversee updates to the Project website and post new information and documents; (v) oversee enhancements to the site; (vi) write, design and implement a quarterly electronic newsletter, integrating content; and (vii) gathered for the print media strategy that reinforce the key messages identified by the approved Strategic Communications Plan.

9. **Microfinance Specialist** (national consultant, 18 person-months). The specialist will assist in the capacity building program for DBP, local government units, health care providers, and MFIs in the Project wholesale onlending component as enumerated (i) development of applicable health loan products that are consistent with the Project's increased and efficient delivery of primary health care services to rural municipalities outside the periphery of urban centers nationwide; (ii) review and refine the existing MFI accreditation guidelines of DBP to include purposes such as individual loans for premium payment of PHIC coverage, birthing clinics, lying-in clinics, drugstores, drug distribution network, and other new health loan products; (iii) preparation of the Manual of implementing procedures and guidelines for the health loan products to facilitate processing of applications by the wholesale onlending group; (iv) development of training manual on evaluation and approval procedures for use of the DBP at the Head Office, Regional Marketing Centers; and Business Assistance Centers; (v) development of templates of simplified application forms for MFIs as subborrowers, and the individual end-borrowers, inclusive of business plan and/or feasibility study; (vi) preparation of

monitoring and evaluation system at the level of subborrowers to closely assess need for adjustments to the onlending parameters of the facility; (vi) assist the MFIs in the review of their loan administration system for applicable revisions to ensure generation of timely and efficient reports; (vii) preparation of the report templates for monitoring and evaluation purposes at the level of DBP head office and branches, the MFIs, and the end-borrowers; and (viii) conduct of workshops, conferences, and other activities to ensure attainment of target outputs with greater advocacy of microfinance best practices which are highly applicable to the needs of primary health care providers and community members.

**Table SAB: DBP Financed Project Technical Assistance (draft as of 8 August 2008)**

| <b>No.</b>                                    | <b>Expert</b>                          | <b>Person Months</b>                     |
|---|--|--|
| <b>A. PMO</b>                                 |  |  |
| 1   | Program Development Officer            | National inhouse 60 full-time            |
| 2   | Health Specialist                      | National to be recruited 60 full-time    |
| 3   | Environmental/medical waste            | National to be recruited 6 intermittent  |
| 4   | Monitoring and Evaluation              | National inhouse 18 intermittent         |
| 5   | Civil Works/hospital                   | National inhouse 15 intermittent         |
| 6   | Financial Analyst                      | National inhouse 24 intermittent         |
| 7   | Legal                                  | National inhouse 3 intermittent          |
|   | <b>sub-total</b>                       | <b>186</b>                               |
| <b>B. DBP capacity building for Output IV</b> |  |  |
| 8   | Social Marketing                       | National to be recruited 18 intermittent |
| 9   | Creative Design                        | inhouse 6 intermittent                   |
| 10  | Microfinance                           | inhouse 18 intermittent                  |
|   | <b>sub-total</b>                       | <b>42</b>                                |
|   | <b>GRAND TOTAL</b>                     | <b>228</b>                               |
| <b>DBP to recruit (in summary)</b>            |  |  |
| 2   | Health Specialist                      | National to be recruited 60 full-time    |
| 3   | Environmental/medical waste management | National to be recruited 6 intermittent  |
| 8   | Social Marketing                       | National to be recruited 18 intermittent |
|   | <b>TOTAL</b>                           | <b>84</b>                                |