**Terms of Reference**

**Title:** Individual Consultant for The Development of National Referral Hospital Project Proposal  
**Department:** Regional Hub Indonesia  
**Reports To:** Operations Team Leader  
**Corporate Objectives:** Supporting the Government of Indonesia’s Strategic Health Sector Goals  
**Proposed Budget:** Subject to internal approval

**Duration of work:** 100 man-days within 15 months (starting May 2025)

1. **Background**

Indonesia has a new government administration, with a renewed focus on food security, water security, and energy security. Besides that, the new government under President Prabowo Subianto and Vice President Gibran Rakabuming Raka has set 8 aspirations outlined in the **Asta Cita** (President and Vice President’s vision) to be implemented over the next 5 years (2024-2029) to contribute to the economic growth target of 8% and 0% poverty rate. The eight missions are as follows: (i. Strengthen Pancasila ideology, democracy, and human rights; ii. Enhance national defense and promote independence through food, energy, and water sovereignty, creative economy, green economy, and blue economy; iii. Increase quality employment, encourage entrepreneurship, develop creative industries and continue infrastructure development; iv. **Strengthen human resource development, science, technology, education, health, sports achievements, gender equality**, and vii. empower women, youth, and people with disabilities; v. Continue down streaming and industrialization to increase domestic added value; vi. Develop from villages upwards to ensure economic equity and eradicate poverty; vii. Strengthen political, legal, and bureaucratic reforms, as well as corruption and drug eradication; viii. foster harmonious coexistence with the environment, nature, and culture, and enhance religious tolerance for a just and prosperous society).

Considering the importance and priority of implementation of a health transformation agenda, the Islamic Development Bank (IsDB) Regional Hub Indonesia (RH-I) has developed three big-ticket projects (IDN1031, IDN 1054 & IDN 1070), with sizes of USD 293 million, EUR 205 million and EUR 803.3 million respectively, geared towards supporting Indonesia’s health transformation agenda. The IDN 1031 civil works component is almost completed with 6 successful mother and child hospitals been inaugurated in August 2024. All the Projects are declared effective and progressing as per the Project Implementation Plans.

Following the success of IDN 1031, the Government of Indonesia, in collaboration with the Islamic Development Bank (IsDB), plan to develop a sound Project Proposal to ensure the National Referral Hospital Project with high quality at entry, which will smoothen the Bluebook/Greenbook inclusion process as well as IsDB internal foras. Among the list of hospitals that will be developed, the Rumah Sakit Cipto Mangunkusumo (RSCM) in Jakarta as one of Indonesia's premier healthcare institutions is one of the potential projects to be developed. RSCM is serving as a national referral hospital and a key site for advanced medical research and professional training. Its development and modernization are vital to the country's long-term health sector goals.

1. **Objectives**

The proposed Individual Consultant (IC) will focus in Project Preparatory Activities to lay a strong foundation for the project preparation. The core components of these activities include:

1. **Project Feasibility Analysis**:

This activity involves conducting comprehensive assessments to develop or assist development of the technical, financial, economic, and environmental viability of the proposed hospital development. The Project Feasibility Study for GoI purposes and PPR-PAD (Project Appraisal Document) for IsDB internal approval procedures, will identify potential challenges and provide solutions to ensure that the project is sustainable, impactful, and aligned with global best practices in healthcare development. This includes but is not limited to desk review, compilation of the project related data from Project hospitals, such as the preliminary engineering design , estimates of the civil work and equipment cost components, the training and other soft component related needs of the Hospitals and incorporating these into Feasiblity Studiess , Readiness Criteria and PAD .

1. **Stakeholder Engagement**:

The IC will facilitate structured engagement with key stakeholders, including government ministries, healthcare professionals, development partners, and civil society organizations. This process will ensure alignment among all relevant parties, secure broad-based support, and address any concerns that could impede progress. Effective stakeholder engagement is vital for fostering collaboration, minimizing risks, and enhancing the project’s overall success.

1. **Development of a Comprehensive Implementation Roadmap**:

A detailed and actionable roadmap will be designed to guide the project from its preparatory phases through to execution. This roadmap will outline critical milestones, timelines, resource allocation, and coordination mechanisms to ensure timely and efficient implementation. It will serve as a strategic document to keep the project aligned with its objectives and national priorities.

1. **Inclusion to the Bluebook/Greenbook**

The IC will support the project inclusion to the Bluebook/Greenbook and subsequent internal approvals required for the IsDB to finance the Project.

The establishment of the Project Preparatory Documents demonstrates IsDB’s commitment to supporting Indonesia in achieving its health sector goals through capacity building, strategic planning, and infrastructure development. By focusing on these preparatory activities, the PPF aims to ensure that the RSCM development project is not only technically sound but also aligned with Indonesia's broader development goals, including improving access to quality healthcare and achieving universal health coverage.

1. **Scope of Work**

The proposed technical assistance (TA) activities for the development of RS Cipto Mangunkusumo (RSCM) under the Project Preparation Facility (PPF) are designed to ensure a robust, well-informed, and strategic approach to project planning. These activities will comprehensively address the needs and challenges of the development project, laying a strong foundation for its successful execution. The key components of the scope of work include:

**1. Literature and Desk Review**

* Conduct an in-depth review of existing policies, strategic plans, and guidelines relevant to national referral hospital, the healthcare sector, and broader national development goals.
* Analyze historical and current data on hospitals’ (incl. RSCM) operational performance, capacity, and service delivery to identify trends, gaps, and opportunities.
* Examine international benchmarks and best practices in healthcare infrastructure development to inform project design and ensure alignment with global standards.
* Assess relevant sectoral reports, including Indonesia's national health strategy, demographic health surveys, and related policy documents, to provide contextual insights.

**2. Stakeholder Consultations**

* Organize and facilitate targeted consultations with key stakeholders, including government ministries, National Referral Hospitals management and staff, healthcare professionals, patients, civil society organizations, and development partners.
* Conduct workshops, interviews, and focus group discussions to gather diverse perspectives, identify needs, and build a shared vision for the project.
* Map stakeholders to understand their roles, responsibilities, and potential contributions to the project, ensuring effective collaboration and coordination.
* Document stakeholder inputs to ensure transparency and use the feedback to refine project objectives and strategies.

**3. Feasibility Study**

* Perform a comprehensive feasibility analysis to assess the technical, financial, environmental, and social viability of the National Referral Hospital development project.
* Technical Analysis: Evaluate the existing infrastructure, capacity, and service delivery models, identifying areas for improvement and expansion.
* Financial Analysis: Develop cost estimates, financial models, and funding strategies to ensure the project's financial sustainability.
* Environmental and Social Analysis: Conduct environmental impact assessments and social safeguards studies to ensure compliance with national and international standards, including those of the Islamic Development Bank (IsDB).
* Identify potential risks and propose mitigation measures to ensure smooth project implementation.

**4. Roadmap Development**

* Prepare a comprehensive and actionable roadmap that outlines the critical steps for project implementation.
* Define key milestones, timelines, and measurable targets to track progress and ensure accountability.
* Develop detailed action plans for each phase of the project, including pre-construction, construction, and operational stages.
* Incorporate mechanisms for continuous monitoring, evaluation, and reporting to maintain alignment with project goals and objectives.

**5. Recommendations**

* Develop strategic policy recommendations to support the sustainable development and modernization of the National Referral Hospital.
* Address critical areas such as health financing, workforce development, infrastructure management, and service delivery optimization.
* Align recommendations with national health priorities, including universal health coverage (UHC) and sustainable development goals (SDGs).
* Provide guidance on integrating the National Referral Hospital Project with broader healthcare sector reforms and initiatives.

1. **Outcome**

The completion of these activities will result in a well-structured, evidence-based framework for the National Referral Hospital development project. The outputs will ensure that the project is technically feasible, financially viable, socially inclusive, and environmentally sustainable, paving the way for its successful inclusion in Indonesia’s Bluebook and subsequent implementation. This comprehensive scope of work underscores the commitment to developing National Referral Hospital into a world-class healthcare institution that supports Indonesia's health sector.

1. **Expected Deliverables**

The key cost items and deliverables for this works include:

| **No.** | **Key Aspects of the Deliverables** | **Duration** |
| --- | --- | --- |
| **(man-days)** |
| 1 | Country and Sectoral Analysis | 10 |
| 2 | Sector, institutional, legislation and governmental framework | 10 |
| 3 | Support to preliminary Technical Studies and Engineering Designs | 20 |
| 4 | Project Design and Alternative Analysis as per the :   * + *Indonesia Readiness Criteria Template*   + *IsDB PPR & PAD Templates* | 40 |
| 5 | Finalization of Readiness Criteria and PAD as per the outputs of the technical workshops such as Appraisal Workshop and Operation Team’s feedbacks | 10 |
| 6 | Project Reporting and Conclusion | 10 |
| 7 | Overall Report Writing and Synthesis | - |

1. **Qualifications**

* **Educational Background**: Master’s degree in Public Health, Engineering, Finance, Public Policy, or a related field.
* **Experience**: Minimum of 10 years in preparing project feasibility, planning, and execution, preferably in healthcare infrastructure with MDBs/donors.
* **Skills**: Strong analytical, communication, report writing and project management capabilities.

1. **Salary**

The salary is based on worked day/daily rate which already included the expenses of the individual consultant related to data collection, research, consultations, report writing and presentation of findings as outlined above.

1. **Reporting and Supervision**

The IC will report directly to Operations Team Leader, Regional Hub Indonesia, and coordinate closely with relevant government agencies, including the Ministry of Health, Bappenas and the Ministry of Finance. Regular progress updates will be submitted, and all deliverables will undergo review and approval before final submission