



Terms of Reference (ToR)

Individual Consultant to Support the DGCS on HSCD  
Activities, Lead the Competitive Selection Process and  
Oversee the Health Services Evaluation

DGCS- Front Office

November 2025

Islamic Development Bank

## Terms of Reference (ToR)

### Individual Consultant to Support the DGCS on HSCD Activities, Lead the Competitive Selection Process and oversee the Health Services Evaluation

|                       |                                                                                            |
|-----------------------|--------------------------------------------------------------------------------------------|
| Assignment Name       | Consultant: DGCS Advisor for HSCD & Procurement Lead (Evaluation of IsDBG Health Services) |
| Requesting Department | Directorate General of Corporate Services (DGCS) – Front Office                            |

#### 1. Introduction

Director General Corporate Services (DGCS) – Front Office seeks to engage an experienced Individual Consultant to provide specialized advisory support on Health Service Center Department (HSCD)-related matters and to plan, manage, and supervise a competitive selection process for procuring a consulting firm to evaluate IsDBG Health Services and oversee the project conducted by the selected consulting firm. This ToR outlines the background, objectives, scope, deliverables, duration, selection criteria, and instructions to consultants.

#### 2. Background

The Islamic Development Bank Group (IsDBG), through HSCD, provides health services to staff, retirees, and eligible dependents. An independent evaluation is planned to assess adequacy, quality, comprehensiveness, accessibility, efficiency, and effectiveness of services, benchmarked against peer MDBs and major employers, as set out in the attached Evaluation ToR (Annex A, version 15 April 2025). DGCS – Front Office will engage an Individual Consultant to serve as both procurement and technical advisor. This consultant will ensure a rigorous, transparent, and cost-effective competitive selection process for the consulting firm to evaluate IsDBG Health Services and will subsequently oversee the performance of the selected consulting firm throughout the duration of the project.

#### 3. Objectives of the Assignment

**Primary Objective.** Lead and supervise the end-to-end competitive selection process for hiring a qualified consulting firm to conduct the “Evaluation of IsDBG Health Services,” in line with IsDB procurement principles and timelines and will subsequently oversee the performance of the selected consulting firm throughout the duration of the project.

**Secondary Objective.** Provide subject-matter inputs on health services and insurance operations, review technical documents, and support change-management and stakeholder engagement related to evaluation preparation and initial implementation.

## **4. Scope of Work and Methodology**

### **4.1 Advisory Support (HSCD/DGCS)**

- Review HSCD files and topics assigned by the DGCS and recommend strategies and best practices to strengthen healthcare delivery and governance.
- Draft, refine, and align technical documents (concept notes, evaluation questions, data-requests, and briefings) with Annex A.
- Create pragmatic action plans and dashboards to track pre-tender readiness, procurement milestones, and risks.
- Prepare and present periodic progress reports and decision notes to the DGCS/HSCD leadership.
- Facilitate knowledge transfer and communications (FAQs, beneficiary messages, town-hall materials).

### **4.2 Selection Process Leadership for the Evaluation Firm (Competitive Approach)**

- Work with the Corporate Procurement Team to develop a Procurement Plan recommending QCBS (Quality- and Cost-Based Selection) as the competitive method with a fixed Technical: Financial weighting of 80:20.
- Work with the technical departments to prepare the complete solicitation package: EoI/REoI (if applicable), RFP, Instructions to Bidders, draft contract, and Annex A as the technical scope.
- Work with Bid Evaluation Committee to design scoring sheets and consensus protocols; secure conflict-of-interest (COI) declarations.
- Manage opening, responsiveness checks, detailed technical evaluation, document individual and consensus scores and justifications in line with the CP Rules and Procedures.
- Coordinate financial opening (as applicable), apply the fixed 80:20 weighting, and prepare the Combined Technical–Financial Evaluation Report and Recommendation of Award.
- Support negotiations and contract finalization; prepare minutes and a contract management checklist (deliverables, KPIs, acceptance criteria).
- Organize post-award kick-off and monitor inception deliverables.

### **4.3 Supervising the work of the selected consulting firm during the evaluation project.**

1. Collaborate with both the consulting firm and technical teams to ensure they have all necessary information.
2. Supervise every phase of evaluation project.
3. Track the firm's progress against contractual obligations, required deliverables, KPIs, and acceptance criteria.
4. Prepare and submit reports on progress and deliverables to the DGCS for ongoing review and recommendations throughout the project.
5. Organize regular feedback meetings with the consulting firm and internal stakeholders to discuss obstacles and pinpoint opportunities for advancement during the evaluation process.

### **4.4 Working Methodology**

The Consultant will apply a structured, transparent competitive procurement approach and a mixed-methods advisory modality (desk reviews, interviews, benchmarking, iterative drafting). Work will be conducted on-site and/or remotely as agreed, using Bank collaboration tools with proper document control and audit trail.

## **5. Deliverables and Scope of Services**

The Consultant is expected to produce the following key deliverables:

- Inception Note and Workplan (procurement timeline, roles, risks, mitigations).
- Procurement Plan and Draft EoI/REoI & RFP package (with finalized Annex A).
- Clarification/Q&A Log and Market-sounding Brief.
- Evaluation Committee Toolkit (guidelines, scoring sheets, COI forms, ...) used in the Bank.
- Technical Evaluation Report and Combined Technical–Financial Evaluation Report with Recommendation of Award.
- Negotiation Minutes and Contract Finalization Pack.
- Kick-off Pack for the selected firm (agenda, RACI, deliverables register, acceptance criteria).
- Monthly Progress Reports and a Final Completion Report (lessons learned and handover).
- 2 Progress and Deliverables Reports on the Engagement of the Selected Consulting Firm for the Evaluation Project
- Monthly report detailing advisory services provided on HSCD work and plan during his engagement.

## **6. Duration of the Assignment**

Up to Six (6) months from contract signature, tentatively commencing in November 2025, adjustable to align with tender and contract-award milestones for the evaluation firm.

## **7. Reporting and Working Modalities**

The Consultant will report to the DGCS and work closely with HSCD and relevant support functions. Regular coordination meetings will be scheduled. Confidentiality obligations apply to all information and documents.

## **8. Qualifications and Experience (Minimum)**

- Advanced degree in health policy/management, public administration, or related field; procurement or project management certification is an asset.
- 10+ years of experience in healthcare systems/insurance and advisory to large employers or international organizations.
- Demonstrated experience running complex competitive selections (QCBS) and preparing fit-for-purpose solicitation documents.
- Strong knowledge of benefit design, insurance operations, claims administration, and benchmarking best practices in employer-sponsored healthcare.
- Excellent analytical, writing, and presentation skills; proficiency in English; Arabic is a must.

## 9. Selection Criteria (Individual Consultant)

### 1. Basis of Evaluation

The selection method for this assignment shall be **Quality and Cost-Based Selection (QCBS)**, with a weighting of **70% for the Technical Proposal** and **30% for the Financial Proposal**.

The evaluation will be carried out in two stages:

- **Stage 1:** Technical Evaluation (maximum 70 points)
- **Stage 2:** Financial Evaluation (maximum 30 points)

Only consultants who score a **minimum of 70% of the technical score (i.e., at least 49 points out of 70)** shall be considered for financial evaluation.

### 2. Detailed Evaluation Criteria

#### A. Technical Evaluation (70%)

| No. | Evaluation Criteria                                                                                     | Weight (out of 70) | Description / Indicators                                                                                                                                                                                                                                                                                                                                                              |
|-----|---------------------------------------------------------------------------------------------------------|--------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.  | <b>Relevant Technical Expertise and Track Record in HSCD-related Domains and Health Insurance</b>       | 21                 | <ul style="list-style-type: none"> <li>- Demonstrated professional experience in health service center department (HSCD), health insurance systems, or similar domains.</li> <li>- Proven ability to deliver technical advisory or consulting services in comparable institutional settings.</li> <li>- Evidence of measurable achievements and relevant project outcomes.</li> </ul> |
| 2.  | <b>Demonstrated Competitive Procurement Leadership Experience and Quality of Comparable Assignments</b> | 21                 | <ul style="list-style-type: none"> <li>- Experience in managing or leading competitive procurement exercises, preferably under international or donor-funded environments.</li> <li>- Quality and relevance of at least three comparable assignments.</li> <li>- Demonstrated understanding of procurement processes, compliance, and quality assurance.</li> </ul>                   |
| 3.  | <b>Methodology and Work Plan Proposed for this Assignment</b>                                           | 14                 | <ul style="list-style-type: none"> <li>- Clarity, feasibility, and coherence of the proposed approach.</li> <li>- Soundness of methodology in addressing assignment objectives and deliverables.</li> <li>- Logical sequencing, time allocation, and resource planning.</li> <li>- Identification of risks and proposed mitigation measures.</li> </ul>                               |

| No. | Evaluation Criteria                                                          | Weight<br>(out of 70) | Description / Indicators                                                                                                                                                                                                                                             |
|-----|------------------------------------------------------------------------------|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4.  | <b>Communication, Stakeholder Management, and Capacity-Building Approach</b> | 7                     | <ul style="list-style-type: none"> <li>- Strategy for effective coordination and engagement with stakeholders.</li> <li>- Approach to capacity building and knowledge transfer.</li> <li>- Ability to communicate complex concepts clearly and concisely.</li> </ul> |

**Total Technical Score:** 70 point

#### **B. Financial Evaluation (30%)**

- The financial proposal shall be evaluated based on the following formula:

$$S_f = 30 \times (F_m / F)$$

where:

- $S_f$  = financial score
  - $F_m$  = lowest financial proposal
  - $F$  = financial proposal under consideration
- The lowest evaluated financial proposal shall receive the full 30 points, and other proposals shall receive proportionally lower scores.

#### **3. 3. Final Ranking**

The final combined score shall be determined using the following formula:

$$S = S_t \times 0.70 + S_f \times 0.30$$

where:

- $S$  = total combined score
- $S_t$  = technical score (out of 100)
- $S_f$  = financial score (out of 100)

The consultant achieving the highest combined score shall be invited for contract negotiations.

### **10. Ethics, Confidentiality, and Conflict of Interest**

The Consultant shall observe the Bank's standards of ethics and confidentiality (code of conduct). Prior to engagement, the Consultant will disclose any potential or actual conflicts of interest and sign COI declarations. The Consultant must not have had a role that creates a conflict with leading the present selection or advising on HSCD matters.

### **11. Instructions to Consultants**

- Submission package: (i) Updated CV, (ii) 2–3-page technical note (methodology and workplan), and (iii) financial proposal in a lump-sum format tied to deliverables (payment on delivery basis).
- Proposal validity: 90 days from submission deadline.

- Evaluation: Proposals will be evaluated using the criteria in Section 9. Interviews/presentations may be requested.
- Contract type: Lump-sum, with payments released upon acceptance of deliverables as per the schedule below.
- Reference documents: This ToR and Annex A – ToR for the “Evaluation of IsDBG Health Services.”

#### **a) Expression of Interest**

invites eligible consultants to express their interest in providing the services above. Interested consultants must provide the following:

- Information on availability for the services expected.
- Curriculum Vitae, including relevant publications and assignments; and
- Sample of similar works, certificates of assignments, and related references.

Interested candidates are requested to submit their Expression of Interest (EOI)/Proposal through the IsDB Procurement System using the email provided in the consultancy announcement. Template and instructions for submitting the EOI will be provided in the invitation for Expression of Interest (EOI) along with Technical Proposal and Financial Proposal.

Interested candidates are requested to submit their Expression of Interest (EOI)/Proposal through IsDB Procurement System through email message to: EOI Submissions - Consultant for Health Service Centre Support\_ Competitive Selection Leadership\_ and Evaluation Oversight [d4013235.isdb.org@emea.teams.ms](mailto:d4013235.isdb.org@emea.teams.ms)

For Clarification or Queries email: EOI Submissions - Consultant for Health Service Centre Support\_ Competitive Selection Leadership\_ and Evaluation Oversight [d4013235.isdb.org@emea.teams.ms](mailto:d4013235.isdb.org@emea.teams.ms)

Additionally, and most importantly, IsDB currently Implemented the Procure to Pay Solution with SAP Ariba, you are kindly required to register yourself/Esteemed Firm through Self registration link as follows for the RFP and future Business with IsDB.

<http://isdb.supplier.mn2.ariba.com/ad/selfRegistration/>

Template and instructions for submitting the EOI/Proposal will be provided in the invitation for Expression of Interest (IEOI) .The submission of Expression of interest /Proposal Deadline will no longer than **20<sup>th</sup> November 2025**

## **12. Payment Schedule (On Delivery Basis)**

Payments will be made upon DGCS/HSCD written acceptance of each deliverable, against invoice, as follows:

| Deliverable                                                                                                                                        | Payment % |
|----------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| <b>D1. Inception Note and Workplan</b>                                                                                                             | 5%        |
| <b>D2. Procurement Plan + Draft Eoi/REoi &amp; RFP package (with Annex A) + Clarification/Q&amp;A Log (running) + Evaluation Committee Toolkit</b> | 5%        |

|                                                                                                                                      |                          |
|--------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| <b>D3. Technical and Financial Evaluation Report &amp; Recommendation of Award</b>                                                   | 5%                       |
| <b>D4. Negotiation Minutes &amp; Contract Finalization Pack+ Kick-off Pack + Final Completion Report (including lessons learned)</b> | 10%                      |
| <b>D5. Midterm Progress and Deliverables Report on the Engagement of the Selected Consulting Firm for the Evaluation Project</b>     | 20%                      |
| <b>D6. Final report on the Engagement of the Selected Consulting Firm for the Evaluation Project</b>                                 | 25%                      |
| <b>D7. Monthly report detailing advisory services provided on HSCD work and plan during his engagement.</b>                          | 5% for each report (30%) |

Note: Percentages may be adjusted to comply with internal policy or approval requirements, provided the total remains 100%.

#### **Annex A – ToR: Evaluation of the IsDBG Health Services (Attached)**

[ToR Evaluation of the IsDB Group Health Services V1.0 15 April 2025 \(1\).docx](#)

#### **Annex B – Expression of Interest template**

*Attached with posting*