

TERMS OF REFERENCE

Short-term expert mission

Technical consultancy on “the methodological structuring of hospital planning and programming tools”

Context and justification for the mission

The FEXTE Kazakhstan project aims to support the Kazakh authorities in strengthening the national framework for planning, programming and analysing hospital investments. It is implemented by Expertise France (EF), in partnership with the Ministry of Health of the Republic of Kazakhstan, TURAR Healthcare and the National Scientific Centre for Health Development (CNSDS), with the financial support of the French Development Agency (AFD).

TURAR Healthcare acts as the National Operator responsible for the preparation, coordination and technical appraisal of public healthcare investment projects. It plays a central role in structuring hospital infrastructure projects, ensuring methodological consistency, and supporting investment decision-making processes at national and regional levels.

Within the framework of the project, EF provides methodological support and international expertise to strengthen TURAR's internal capacity in hospital planning, functional programming and investment analysis. The objective is not to substitute national structures, but to enable TURAR to autonomously develop and institutionalise robust planning and programming methodologies aligned with international standards.

Technical exchanges conducted in 2024 and 2025, along with field missions and study visits to France, have identified the need to develop and operationalise three key digital tools within TURAR Healthcare:

- A tool for planning healthcare needs and capacities;
- A tool for the functional structuring and sizing of hospital spaces;
- A tool for analysing costs and investments.

These tools are intended to improve the technical quality of hospital projects, strengthen public investment engineering and establish a structured national decision-support framework.

However, preparatory work has highlighted the need to reinforce methodological and technical support to TURAR teams in order to:

- Adapt international reference standards (ANAP methodologies, ROSES, OSCIMES, etc.) to the Kazakh regulatory and institutional context;
- Structure shared, documented and reproducible methodological frameworks;
- Secure and consolidate functional specifications prior to IT development.

In this context, Expertise France intends to mobilise a senior technical consultant to support TURAR Healthcare focal points in structuring and formalising an operational methodology that is sustainable and locally appropriate.

Mission objectives

The overall objective of the mission is to support TURAR Healthcare focal points in understanding, adopting, formalising and documenting the methodologies defined jointly with the experts mobilised by EF, in order to enable TURAR Healthcare to structure its own internal hospital planning and programming method.

The consultant's specific objectives will be to:

- assist TURAR focal points in understanding the methodological frameworks proposed by EF;
- support the adaptation of these frameworks to local constraints (available data, national standards, institutional organisation);
- structure and formalise an internal TURAR methodology (documents, guides, technical notes);
- facilitate operational dialogue between:
 - the methodological requirements of EF technical assistance,
 - technical and institutional constraints in Kazakhstan,
 - local administrative and decision-making realities;
- contribute to the preparation of functional specifications for digital tools, in conjunction with TURAR teams, without directly intervening in their development.

Task description

The consultant will be involved in the following activities in particular:

- 1. Support for TURAR's methodological ownership**
 - Support for reading and understanding the methodological frameworks defined by EF;
 - Explanation of key principles (capacity planning, functional structuring, tool logic) to TURAR focal points;
 - Identifying, with TURAR, areas requiring adaptation or clarification.
- 2. Adaptation to the Kazakh context**
 - Analysing local constraints (regulatory frameworks, technical standards, available data, institutional organisation);
 - Supporting the adaptation of reference methods to the Kazakh context;
 - Formalising the methodological trade-offs selected by TURAR.
- 3. Structuring of the internal TURAR method**
 - Support for the drafting of internal methodological documents (guides, technical notes, procedures);
 - Structuring of a clear, documented and reproducible TURAR method;
 - Contribution to consistency between the various tools (capacities, areas, costs).
- 4. Operational interface and facilitation**
 - Facilitating role between TURAR and EF focal points;
 - Support in preparing technical meetings and workshops;
 - Contribution to consolidating the functional specifications of digital tools, without direct involvement in development.
 - The consultant is not intended to replace the TURAR teams, but to provide support and skills transfer.

Expected deliverables

Deliverables	Interim version	Final version
Summary notes and methodological clarifications for TURAR	Interim working notes produced following workshops and technical discussions with TURAR focal points, aimed at clarifying the methodologies proposed by EF	Set of consolidated and structured notes, validated by TURAR and used as an internal reference for methodological understanding
Internal documents formalising the TURAR method (guides, technical notes, procedures)	Internal documents formalising the TURAR method (guides, technical notes, procedures)	Finalised internal methodological documents formalising the TURAR method and validated by stakeholders
Documented contributions to the functional specifications of the tools	Documented contributions to the functional specifications of the tools	Consolidated contributions integrated into the final functional specifications of the digital tools
Reports from workshops and technical meetings	Interim reports produced after each workshop or technical meeting	Set of consolidated and archived reports, ensuring the traceability of methodological exchanges and decisions
Capitalisation note on methodological appropriation by TURAR	Preliminary version of the capitalisation note, identifying achievements, difficulties and additional needs	Final capitalisation note, validated by TURAR, summarising the level of methodological appropriation and recommendations for the future

Implementation framework

- Approximate duration: 10 months
- Estimated volume: 60 days – to be specified
- Terms and conditions: based in Astana (at National Operator Office)
- Supervision: Expertise France

Required profile

- Advanced degree in hospital engineering, public health, healthcare architecture or related field;
- Minimum 15 years of confirmed professional experience in hospital planning and functional programming;
- Demonstrated expertise in healthcare capacity planning and hospital investment programming;
- Strong knowledge of ANAP methodologies (including ROSES, OSCIMES or equivalent tools) highly desirable;
- Proven experience in institutional capacity building and methodological structuring;
- Excellent teamwork and knowledge transfer skills;
- Fluency in Russian and English (mandatory);
- Knowledge of French and/or Kazakh considered an asset;
- Good understanding of the Kazakh healthcare system and regulatory environment strongly preferred;
- International experience appreciated.