

Cadre Projections for Sri Lanka's Health Sector

Request for Proposal

Summary

The Data for Health Initiative's Data Impact team in Sri Lanka is seeking a consultant to support the Ministry of Health in the analysis of health workforce data to conduct cadre projections for the health workforce.

Background

The Ministry of Health in Sri Lanka is responsible for governing the entire healthcare system in the country, providing free universal healthcare, and ensuring that all health-related services and products meet safety standards. The Planning Directorate is under the Deputy Director General of Planning. It is responsible for national planning in the health sector, which includes human resource planning.

Core functions of the Directorate of Planning, Ministry of Health include

- Formulation and implementation of national policies related to human resources
- Development and updating of long-term plans, such as the National Health Strategic Master Plan
- Development and maintenance of quality standards and benchmarks for all healthcare services and monitoring their implementation
- Allocation of resources, including human resources

Currently, the Planning Directorate is developing the National Health Strategic Master Plan (NHMSMP) for the period 2026 to 2035. The NHMSMP represents the Government of Sri Lanka's (GoSL) comprehensive and forward-looking framework to guide the development of the health sector over the next ten years. This includes cadre projections of the health workforce for next 10 years in the skill categories listed in **Annex A** below. The previous NHSMP can be found [here](#).

Objective

To develop cadre estimates for the next 10 years (up to 2035) for technical cadre requirements of the health sector.

Scope of Work

Working closely with the in-country Data Impact team and members of the Ministry of Health, the consultant will help:

- Review relevant health workforce and health system data sources
 - Relevant data on hospital categories, population, draining areas, available facilities, and cadre norms for each category can be provided.
- Review existing methodologies for projecting human resources for the health sector and propose a method for making these projections for Sri Lanka Train the Ministry of Health staff, including the Directorate of Planning, on how to analyze the data

- Develop cadre projections for skill categories.
- Develop Standard Operating Procedures (SOPs) to ensure sustainability within the Ministry of Health.

Expected outputs

- Cadre projections for the next 10 years (up to 2035) for the cadre categories and specialties listed in Annex A.
- Training of Ministry of Health staff and accompanying training materials.
- Standard Operating Procedures to support analysis within the Ministry of Health.

Qualifications of the consultant

- Post-graduate degree in a relevant field (human resource management, health sector planning, etc.)
- Minimum of 5 years of work experience in
 - Health workforce projections and analysis
 - Human resource planning
 - Policy/program implementation
- Previous experience mentoring and supervising multi-disciplinary teams.
- Previous experience working with government stakeholders.
- Proficient user of Microsoft Office suite, as well experience in database management and analysis software (STATA, R, SAS, EpiInfo).
- Ability to work independently.
- Strong organizational and verbal and written communication skills.
- Knowledge of and previous working experience in Southeast Asian Region is a plus.

Other essential requirements

- Ability to work with various time zones.
- Available to start the consultancy no later than **15 November 2025**.
- Ability to travel to Sri Lanka for in-country workshops if required.

Place and timeline/duration of assignment

- This is a consultant position and deliverables are expected to be completed by **30 April 2026** with potential to be extended. Note that contracts are executed and paid in the currency of the country where the consultant is based and that payments are tied to deliverables.

Instructions for Respondents

1. **Contact Person.** Independent contractors shall submit a CV and cover letter to **fmalik@vitalstrategies.org**. Please use **“Sri Lanka Healthcare Workforce Projections Consultant”** as subject in your submission. Provide a quote for the total consultancy,

including an estimate of the days needed per deliverable and the daily rate. **Please include proposal with planned methodology and software that will be used.** Note any additional services you provide that you think may benefit this project.

2. **Due Date.** Interest must be submitted in PDF format by **24 October, 5:00 PM EST.**

Time period

5 months

Annex A

Medical Consultants (for all specialties)

Dental Consultants (for all specialties)

Medical Officers

Dental Surgeons

Nursing Services (Matrons, Nursing Sisters/Masters, Nurses etc.)

Professions Supplementary to Medicine (PSM):

- Medical Laboratory Technologists

- Occupational Therapists

- Pharmacists

- Physiotherapists

- Radiographers

- Radiotherapists

- Speech and Language Therapists

Para-Medical categories:

- Audiology Technicians

- Health Entomological Officers

- Ophthalmic Technologists

- Orthoptists

- Midwives/Public Health Midwives

- Public Health Inspectors

- Food and Drug Inspectors

- ECG Recordists

- EEG Recordists

- Public Health Laboratory Technicians

- Dental Technicians

- School Dental Therapists

- Dispensers