

## **TERMS OF REFERENCE:**

### **Officer -Health System Strengthening at the Local Level**

### **NEPAL HEALTH SECTOR SUPPORT PROGRAMME (NHSSP)**

**November 2018**

#### **1. BACKGROUND**

Government of Nepal (GoN) is committed to improving the health status of its citizens and has made impressive gains despite conflict and other difficulties over the last decades. The Ministry of Health and Population (MoHP) is currently implementing the Nepal Health Sector Strategy (NHSS) 2015-2020. A consortium led by Options, with HERD International, Oxford Policy Management and Miyamoto will be supporting the implementation of this strategy, through the Nepal Health Sector Support Programme, funded by DFID. The programme has two components. The first component is General Technical Assistance to increase the capacity of the MoHP to improve health policy-making and planning, procurement and financial management, health service delivery and the use of evidence for planning and management. The second component aims to increase the MoHP's capacity to build and retrofit health infrastructure to withstand future earthquakes. Both components are integrated and a team based in Kathmandu and "embedded" with the Government of Nepal is providing technical support. In overall, the programme is comprised of five workstreams: Health Policy and Planning, Procurement and Public Financial Management, Service Delivery, Evidence and Accountability and Health Infrastructure. Each workstream will be managed by a Lead Advisor, and consist of several specialists or coordinators each with clearly defined roles and responsibilities.

#### **2. RATIONALE**

In the federal set up, governance structure is redefined consisting of federal government at the central level, seven provincial governments and 753 local governments (Metropolitan, Sub-metropolitan, municipalities and rural municipalities). While the functions of different level of government has been analysed and assigned, organisational restructuring including human resource adjustment process is still ongoing. New structure of the health sector includes that provincial governments will have field offices to manage and oversee certain health sector specific functions at the field level replacing the currently prevailing District (Public) Health Offices.

In relation to the health sector, as per the Constitution and Local Level Operation Act, local governments are responsible to deliver basic health services along with management and regulatory functions in the sector. The Government of Nepal has started allocating conditional grant (which also includes earmarked grant for the health sector) and equalization while provision has also been made for special and complementary grant. Similarly, allocation of the revenue as provisioned in the constitution has been practiced from the fiscal year 2018/19.

Local Level Operation Act defines the functions of the Local Level and also describes the planning and budgeting process for the Local Level. Further, inter-governmental fiscal transfer Act defines the basis for the allocation of resources across Federal, Provinces and Local Levels. With the wide responsibility of the Local Level as defined in different documents, several competing priorities can be expected at the Local Level. In this context, it is important for the health sector to secure its due priority as a 'development agenda' at the local level and promote health in all sector in an integrated manner. In this regard, capacity

needs to be enhanced to strengthen health system at the local level including its effective alignment with other development initiatives in order to sustain and further accelerate health gains.

Further, since the overall health sector plan is a combination of health plan at Federal, Provincial and Local level, there should be a harmonized approach in planning and implementation across different levels. Towards this end, the MoHP has developed a framework and tools to guide the evidence-based strategic planning and budgeting at the local level. Similarly, Monitoring and Evaluation (M&E) Framework has been drafted outlining the roles and responsibilities of three levels of government for the management of M&E functions in the health sector. Also, progress and successes need to be documented to assess achievement at local level and disseminate the learning to better inform the decision making process at respective levels. MoHP has selected seven local levels<sup>1</sup> to provide focused technical support for improved delivery of basic health services through the capacity enhancement including for the close monitoring and documentation of the progress.

### 3. PURPOSE AND OBJECTIVES

The overall purpose of this assignment is to strengthen local health systems quality, delivery, and effectiveness.

Specific objectives are to:

- National and local health priorities and policies advocated and realised in annual plans including LNOB
- Formally assessed and demonstrably improved local health organisation capacity in terms of the six WHO building blocks ((i) service delivery, (ii) health workforce, (iii) health information systems, (iv) access to essential medicines, (v) financing, and (vi) leadership/governance)
- Effective annual planning completed on schedule
- Quality health services delivered in accordance with the annual plans
- Gender Equality and Social Inclusion (GESI) applied in local health systems
- Lessons learnt from the Learning Labs documented and shared.

### 4. TASKS

The position will provide technical assistance as agreed with the Health Policy and Planning (HPP) Lead, and Team Leader. The position will work closely with HPP work stream of the NHSSP, Health Coordination Division (HCD) and Policy, Planning and Monitoring Division (PPMD) of the MoHP and identified local governments. This position will be responsible for supporting the MoHP and the designated local governments with the following tasks:

- Support in developing and implementing organizational capacity assessment and enhancement framework and tools
- Develop action plan to address the identified capacity gaps at the local level to strengthen management as well as delivery of quality health services
- Provide technical support for the enhancement of capacity in management and delivery of basic health services at local level;
- Facilitate the implementation of Minimum Service Standards for health facility and support in developing action plan to address the identified gaps;

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<sup>1</sup> Itahari Sub Metropolitan, Sunsari (P1); Dhangadhimai Municipality, Siraha (P2); Madhayapur Thimi Municipality, Bhaktapur (P3); Pokhara Metropolitan, Kaski (Gandaki province); Yeshodhara Rural Municipal, Kapilvastu (P5); Kharpunath rural municipality, Humla (P6); Ajayameru Rural Municipality, Dadeldhura (Sudur Pashim Province).

- Provide technical assistance for the roll out of routine data quality assessment (RDQA) and other similar tools for systemic quality improvement;
- Facilitate the review of the programme implementation, analyse available evidences and promote the use in decision making process;
- Engage in guidelines and operational frameworks for planning and budgeting and monitor progress in line with federal, provincial and local priorities;
- Facilitate the local planning process to ensure inclusive approach that engages stakeholders and communities to well reflect health needs in the local context;
- Support to develop health profile, fact sheets, case studies, annual progress report of the identified local level
- Facilitate capacity enhancement activities in local level with the focus on inclusive health planning and budgeting to ensure LNOB
- Document the implementation approaches, particularly for the planning and budgeting, provider mapping and existing partnership arrangements
- Produce briefing notes and case studies (including pictures) highlighting learning from the field level.
- Provide mentoring, coaching and supportive supervision in the areas of capacity needs in health sector
- Coordinate with respective provincial health directorate, provincial health office and district health office on relevant matters

#### **5. Qualification and experience:**

- At least master's degree in public health or relevant social sciences;
- Minimum of 5 years of work experience in relevant field
- Excellent skills in report writing both in English and Nepali
- Familiarity with the planning and budgeting process in the health sector
- Familiar with major program components in the health sector and ongoing reform process

#### **6. DELIVERABLES**

- Periodic progress reports
- Assessment of organizational capacity of local level including the development of action plan
- Assessment of health facilities using Minimum Services Standards and other relevant assessment tools
- Periodic documentation of the situation and progress at the local level

#### **7. TIMEFRAME and DUTY STATION**

January 2019- June 2019, assigned local level

#### **8. REPORTING**

Health Policy, Planning, NHSSP

#### **9. OTHER**

Any expenses deemed necessary to be incurred to deliver the programme need to be approved by the HPP Advisor, NHSSP and will be covered by the programme office. This may include: travel within Nepal, accommodation, per diem, in line with programme policies.