

TERMS OF REFERENCE

- A. Job Title:** Consultant - Capacity building and technical assistance to the Ministry of Health (MOH) of Montenegro
- B. Type of position:** International, short-term
- C. Post reference:** MNE-10-058
- D. Duty station:** home based, Podgorica, MNE and Tallinn, EST
- E. Duration of appointment:** approximately 23 working days
- F. Contract type:** Special Service Agreement
- G. Deadline for application:** Tuesday, 7th September 2010, CoB

i. Background:

In late 2008, Montenegro health authorities started a consultation process on how to rationalize the hospital sector. Support was provided under the WB Reform Project, which supported the first reform steps undertaken in the Primary Health Care.

As a result of these efforts, a Master plan on health sector development was drafted and adopted by the Government in 2010.

The MOH has requested that an additional emphasis be made on health system governance in the secondary and tertiary health care provision, as part of its initiative to ensure more equitable services and introduce more efficiency and transparency in the financing and provision of health services.

This activity is to be supported under the Project on Good Health System Governance for Equitable, Effective and Quality Health Care in Montenegro,¹ under the technical guidance of the WHO.

In addition to enabling better donor coordination under the UN Integrated Program, the MOH's consolidated health reform strategy towards which this activity is expected to contribute will be part of Montenegro's application for EU Instrument for Pre-Accession (IPA) funds for its implementation.

The expected results of the project that inform this activity are:

- (1) Strengthening the health system institutional capacity for good governance with a particular focus on transparency and accountability in health service delivery.
- (2) Supporting Montenegro's health reform process as an opportunity to reduce corruption as well as other barriers to equitable and effective access to health care services.

The project's output to which this activity will contribute are:

- A. The development of a consolidated health strategy with a focus on secondary and tertiary health care level. The strategy is to be embedded in a health system framework taking into consideration all levels of care and

¹ Health System Good Governance and Accountability for Equitable and effective Access to Health Services in Montenegro.

their interaction, as well as all of the health system functions (stewardship, financing, provision and resource production and management) as appropriate.

B. Capacity building and technical assistance to introduce best practice and institutional capacities for evidence-based policy making, transparent policy dialogue, and accountable policy decision-making regarding the health system's response to the population's health needs and demands.

This activity is expected to integrate in the resulting consolidated strategy the results of the following reports that are to be produced simultaneously, and in an interactive manner with it:

1. Health map and public/private provider network of Secondary and Tertiary care: Situation and challenges with recommendations.
2. Health System Financing: Situation and Challenges with recommendations.
3. Health System Governance in Secondary and Tertiary care: Situation and challenges with recommendations.
4. Out of pocket payments and income-based differences in access to health care.

The consultant is therefore expected to:

- (1) Ensure that results from the products listed above are delivered in quality, content and format consistent with the required inputs to complete the consolidated health system strategy.
- (2) Incorporate the findings from the products listed above to the final consolidated health strategy (when relevant).

ii. Duties and Responsibilities

Under the primary supervision of the UNDP Project Manager, Good Health System Governance for Equitable, Effective and Quality Health Care in Montenegro, and secondary supervision of the World Health Organization (WHO) Head of Country Office, the incumbent will perform the following duties:

1. Before visiting the country, the consultant is expected to:

- a) Familiarize himself with the relevant documents on health system organization and functioning
- b). Provide guidance and inputs in drafting of TORs for the additional activities in the project listed above.

2. During the first week of inception mission in MNE (field work and situation analysis) the consultant is expected:

- a) To meet with the MOH officials to understand the position and vision of the high level MOH representatives on the strategic development directions for the hospital sector, including key challenges

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- b) To meet the MOH working group/local consultants that will be involved in the strategizing process to explain their roles and responsibilities, agree on the working format for this activity, as well as to collect the first inputs that will be used in drafting the strategy.
- c) During the inception mission the draft work plan will be presented (relevant activities, timelines, responsible organizations/individuals, and interactions among the different components of the overall project in order to meet the target deadline of December, 2010.) and finalized.
- d) To participate in and facilitate discussions with all relevant stakeholders to establish priority areas in light of the MOH's recent initiatives and expected results (as described in background), as well as of the activities that will support the health strategy consolidation
- e) To collect all necessary information from national stakeholders and donors for the health strategy adjustment process, including any material of relevance to the assessment studies that will be developed in an interactive manner with this exercise.
- f) To train the MOH working group on the specific aspects relevant for the activities to be developed during the semester – including sharing relevant health strategy examples.
- g) To review with the MOH working group the IPA application document and establish the information, and inputs that will be required from the MOH WG in order to complete it along with the consolidated health strategy. To establish the following steps to ensure that these inputs are met during the implementation of this project.
- h) Agree with MOH senior authorities, WHO/UNDP team, and MOH Working group on the outline for the final draft for the consolidated health strategy to be presented in December.

3. During week-end in MNE in preparation to second phase of inception mission:

- a) To write a mission report including content details or adjustments to be introduced to the already established TOR of international and national consultants aimed at maximizing the fit between their end products and inputs needed for strategy consolidation.
- b) To finalize the work plan of the MOH working group.
- c) If necessary, to prepare presentation/discussion with MOH senior level staff (and other relevant stakeholders), national team and international team to be held during second phase of inception mission II.
- d) Prepare any suggestions for the agenda of the second phase of inception mission including relevant meetings to be held individually or in group with international consultants.

4. During mission (follow-up).

- a) In team leader capacity, to finalize second phase mission agenda with HCO including groups or individual meetings of international consultants (including the team leader) with senior level MOH staff, key stakeholders and MOH working group. Emphasis should be put on developing trust and credibility of the team as a whole, and to ensure that country counterparts understand the preparation of all deliverables as part of a single effort to develop the consolidated health strategy.
- b) In team leader capacity, to present/discuss project and work plan to joint meeting of national and international consultant teams, as well as to interested senior level MOH staff (including IPH).

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- c) To adjust strategy content and work plan according to findings/discussions during mission.
- d) To hold collective feedback meeting to adjust and establish follow-up steps.

5. After follow-up mission.

- a) To prepare mission report for WHO/UNDP team follow-up.
- b) To start preparing input for the draft consolidated health strategy to discuss with national and international consultants in results mission I.
- c) To assist head of country office and project responsible officer in Barcelona to provide on-line technical support and team leadership to MOH working group, international expert team and WHO/UNDP technical staff involved in the project.
- d) In case of need, to hold teleconferences with the national partners, international team and WHO/UNDP team to discuss relevant changes/revisions of the project and the consolidated health strategy.
- e) To review and comment on consultant's first complete draft.
- f) To integrate relevant results from other activities to his draft inputs in order to elaborate the first version of a draft consolidated health strategy.
- g) To review and comment on the deliverables of MOH working group.
- h) To integrate deliverables of MOH working group (and comments from senior MOH staff) to draft consolidated strategy.
- i) To prepare presentation/discussion of the draft consolidated strategy to MOH working group and relevant senior MOH staff (as well as other stakeholders) to be undertaken during results mission I.

6. During results mission I:

- a) To present/discuss first complete draft consolidated strategy to MOH working group, MOH senior staff and other relevant actors.
- b) To review/discuss/advice on working progress of MOH working group.
- c) Capacity building: to present/discuss support analysis of the reports contributing to the draft consolidated strategy delivered by international team (this activity to be delivered to MOH working group and other interested MOH staff upon request and CO advice).

7. After results mission I:

- a) To prepare for mission to EST, including capacity building presentations (along with, or integrated to presentations of the international team's findings contributing to draft strategy), as well as the presentation of draft consolidated health strategy for senior-level MOH discussion with experts and WHO /UNDP staff (**likely to include the Minister of Health of MNE**).
- b) To prepare working sessions for EST mission to have senior MOH staff define pending issues in the consolidated health strategy.

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8. During EST mission:

- a) To undertake capacity building activities on specific areas relevant to the drafting of the health strategy (program tbd).
- b) To present the draft consolidated health strategy to senior-level MOH for discussion and adjustment
- c) To lead working sessions to have senior MOH staff define pending issues in the consolidated health strategy.
- d) To participate and contribute to the other activity presentations and capacity building sessions.

9. After EST mission:

- a) Prepare brief mission report for WHO/UNDP team follow-up-
- b) To introduce relevant changes to the draft consolidated health strategy.
- c) To review and comment on final reports of the other project activities.
- d) To integrate final results from the other activities to the consolidated health strategy.
- e) To review and integrate final results of the MOH working group.
- f) To prepare all documents and presentation to the MOH senior staff and the Minister for discussion and approval.
- g) To design 3 day intensive training on relevant aspects of Health System Strengthening based on
 - (1) Capacity building needs detected by the consultant and discussed with MOH senior staff; and
 - (2) Capacity building needs based on the draft consolidated strategy and its implementation phase.

The design is to include: General outline and content for a senior level intensive course (20 persons max), methodology, and recommendations on background material and case studies (ideally using the strategy consolidation experience). It is not expected to include: presentation material.

10. During MNE final mission (results mission II)

- a) To participate in delivering results and final draft health strategy to the Minister and MOH staff.
- b) To moderate discussions on the health strategy and steps to follow with all stakeholders involve during meetings held in the course of the mission.
- c) To support discussions with technical assistance and relevant experience from other countries in the Region.

12. Expected outputs/deliverables

1. Work plan comprising MOH working group and international experts involvement submitted.
2. Capacity building and technical assistance for the completion of the consolidated health strategy elaborated and finalized.
3. Drafts of contributing activities commented and recommendations provided to other consultants to improve their final reports.
4. Mission reports.

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5. Final draft of consolidated health strategy completed and presented to MOH authorities.
6. Design of intensive 3 day training course for senior staff on health system strengthening.
7. Final report with all deliverables.

12. Time duration:

Missions duration: 23 days including travel:

- MNE: 26 Sep – 7 Oct (Inception mission phase I and II)
- MNE: 08 – 10 Nov (result mission I: present draft strategy)
- EST: 22 - 26 Nov (study tour/capacity bldg/strategy discussion w/Min)
- MNE: 15 -17 Dec (result mission II presentation/ finalization of the strategy)

Desk work duration: 22 days (approx. dates):

- Sep 25 – 29
- Oct 25 – 29 and Nov 1 - 2
- Nov 11 -12
- Dec 1 – 3 and 6 -10

iii. Competencies:

- Demonstrates integrity by modeling the UN's values and ethical standards;
- Promotes the vision, mission and strategic goals of UN/UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
- Ability to lead strategic planning, results-based management and reporting;
- Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Demonstrates good oral and written communication skills
- Demonstrates ability to manage complexities and work under pressure, as well as conflict resolution skills.
- Perform any other duty as may be assigned by the immediate supervisor.

iv. Qualifications and expertise:

- Profound knowledge of structures and functions of health system.
- Experience in development of sector-wide health strategy and other strategic and policy documents
- Previous experience in developing HSS components and team work coordination.
- Good knowledge of the regional context of health systems in the Balkans as well as of countries with relevant experience for MNE.
- Experience in work with multi-sectoral councils, task forces, working groups.

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- Experience in negotiating with various stakeholders.
- Acquaintance with the local specificities, context and infrastructure.
- Ability to analyze problems, make recommendations and present proposals for improvement or changes in policies and procedures; ability to express ideas clearly and concisely, both orally and in writing.
- Demonstrated initiative, tact and high sense of responsibility and discretion.
- Fluency in English.

v. Application Process

Interested applicants are requested to submit their applications to UNDP Office in Podgorica by e-mail to consultancy.me@undp.org by Tuesday, 7th September 2010, CoB.

The application should contain:

*1. Duly completed **Personal History Form (P11)** can be downloaded from <http://www.undp.org.me/files/jobs/index.html>*

2. Cover/Motivation Letter

*The short-listed candidates only would be requested to submit **a letter of interest including a price quotation indicating the lump sum (in EUR)** requested for the work and travel envisaged in the section "Duties and Responsibilities".*

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