

SPECIFIC TERMS OF REFERENCE

Technical Assistance (TA) for developing the Terms of Reference of a Service Tender for Support to Institutional Development of the Ministry of Health in Mozambique

FWC BENEFICIARIES 2009 LOT 8: Health EuropeAid/127054/C/SER/multi

1. BACKGROUND

The Delegation of the European Union to Mozambique (EU) has been active in the health sector for many years during which the focus of support has changed gradually from the project modality to sector wide support. The support EU provides aims at strengthening systems through reform and related capacity building as well as through direct financial support.

Following the signature of the **EDF X Health and HIV Sector Policy Support Programme** (The Programme), the EU endeavours to support the Ministry of Health (MISAU) amongst other actions through *"a joint process of developing innovative and effective strategies to strengthen technical and institutional capacities within the National Health System (NHS) at district, provincial and central level. According to the Programme this should lead to "tangible results in the field of Planning and Monitoring and Evaluation capacities"*.

The NPHHRD states: *"Management of the NHS is perceived as being poor and unprofessional. This lack of professionalism exists in a context in which the decentralization process to the provinces, municipalities, and districts, as well as the autonomy processes for some health facilities, demands major competency in management at all levels of the NHS."*

Hence, MISAU & EU agreed to use the **National Plan for Health Human Resources Development 2008-2015 (NPHHRD)** as an entry point for channelling EDF X resources focused on institutional capacity building, more specifically to its strategic line 2 *"improve management capacity at all levels"*.

A focus on the country's capacity to manage health services and on its capacity to train those health system managers is consequently seen as crucial for improving the capacity and quality in health care.

An important number of actors in the health sector have been active since years. A Sector Wide Approach (SWAp) has several active working groups and information exchange, coordination and division of labour is extremely important to enhance efficiency. Other processes to be taken into account are e.g. decentralization.

Within the human resources development agenda specific attention will have to be paid to the recently established Monitoring and Implementation Group of the NPHHRD, the work of the Human Resources Working Group (HRWG) of the Sector Wide Approach (SWAp), US Government initiatives and the DANIDA funded TA to the HR department of MISAU starting in January 2010. Of the latter an advisor will focus on management and financing, which includes capacity development and inter-institutional collaboration. The DANIDA team could/should advice or work with the consultants but possible also support or link with the possible twinning arrangements.

Instead of building capacity through direct provision of TA to MISAU, MISAU expressed its interest in having its workforce capacity built through strengthening the capacity of the Mozambican institutions delivering training. Indeed there is a need to provide management training and professional mentoring to health facility management at all levels (in particular provincial, DPS, and district, DDS, levels) and supportive supervision.

This could materialise by establishing a partnership/twinning arrangement between one or more of these national institutions and an international institution or consortium of institutions specialised in health systems development and management of basic health systems. A particular focus on strengthening planning, administrative as well as financial management of the public health workforce is expected. The twinning could even lead to the creation (design and realisation) of a NHS management school(s), also functioning as knowledge centre to improve the quality of the delivery of health services in the country.

The complexity of this set up and the recent dynamics in the field of Human Resources for Health warrants specific technical input for the writing of the Service tender Terms of Reference.

2. DESCRIPTION OF THE ASSIGNMENT

➤ Global objective

The overall objective of the assignment is to contribute to the success of the EDF X funded capacity building component of the programme.

This in turn will, as stated in the programme, contribute to improving the health status of the Mozambican population by means of an equitable expansion of good quality basic health services.

➤ Specific objective(s)

The specific objective of this assignment consists in the definition of a detailed and appropriate set of Terms of Reference (ToR) allowing for a service tender to be launched for a twinning arrangement between one or more Mozambican national training institutions and regional or international institutions or consortia specialised in Health Systems Management training. These ToR should focus on institutional development, be based on (some of the) priorities outlined in the NPHHRD and on a consensus with MISAU.

➤ Requested services, including suggested methodology

1. Based on a review of the NPHHRD and other relevant policy documents¹ and reference documents of the public sector as well as of the development partners, highlight the existing and projected management training needs by the main categories of public health staff with health systems management responsibility. This should include as much as possible an in depth knowledge of demand forecasting of human resources of the Mozambican Health Sector;
2. Conduct a baseline study of existing national training institutions relevant for the Health systems management capacity building, looking at the needs from an

¹ National Programme for Decentralized Planning and Finance (PPFD)

individual, organisational and institutional point of view. This should include the "CRDS" (*Centro Regional para o Desenvolvimento da Saúde*), National Institute of Health universities and specific training centres (e.g. for nursing) and should analyse their strengths and weaknesses;

3. Visit main identified training institutions in the country allowing for an in depth exchange on their capacity and challenges;
4. Interview key actors in MISAU and other ministries, national training institutions (public and private), development partners (including the HRWG);
5. Conduct a workshop, presenting the result of the work mentioned above, and proposed key elements of TOR, taking into account plans of support to NPHHRD of other actors in order to avoid duplication or lack of focus;
6. Based on the outcome of this workshop, draft the TOR and finalize the tender dossier;
7. In the course of the assignment, additional services in the field of support to institutional development maybe required if judged relevant and necessary by both MISAU and the Commission.

EC Backbone strategy on technical cooperation is a key reference document to be used in the overall approach to this assignment.

The experts will count with the support from the MISAU Planning and Cooperation and Human Resources Departments and with the HRWG. MISAU and partners will provide necessary documents, and key staff for workshops and meetings, but will not provide a physical space for the organization of the work.

➤ Required outputs

1. A draft TOR for the NPHHRD support service tender, in consensus with MISAU and partners and taking into account existing and planned support to the NPHHRD;
2. A set of baseline documents listing:
 - a. All current training institutions in Health and in Management or Administration in Mozambique and their existing curricula, output and future development plans, if any, relevant to Health services management;
 - b. An updated list of national & international partners and stakeholders in HHR;
 - c. A mapping of all of the latter's possible current training initiatives for the years to come that are of relevance to the twinning arrangement;
3. The complete tender dossier.

3. EXPERTS PROFILE

➤ Number of requested experts per category and number of person-days per expert (inclusive of desk study/report writing)

1 senior: 30 days

1 junior: 30 days

➤ Profile required (education, experience, references and category as appropriate)

As a team, the experts should have the following expertise:

Absolutely required:

1. Masters in Public Health, Health Services Management or related, e.g. Public Administration or MA in Education;

2. Ample experience in HHR training
3. Experience with different approaches in institutional development
4. Experience with broader development processes and partnerships (e.g. SWAp);
5. Knowledge of the Mozambican Health System;
6. Broad experience in planning, monitoring and evaluation;
7. Fluent in Portuguese.

Experience with partnership/twinning arrangements will be considered an asset.

Experience with EC procedures regarding international tenders will be considered an asset.

➤ Working language(s): Portuguese & English

4. LOCATION AND DURATION

➤ **Starting period**

Early February 2010

➤ **Foreseen finishing period or duration**

2 months for the draft TOR of the service tender for support the NPHHRD

Up to 11 months if including a potential focused TA to support the NPHHRD (cf. point 7 of requested services)

➤ **Planning including the period for notification for placement of the staff as per art 16.4 a)**

An inception report shall be submitted for approval to the Ministry of Health and the EC delegation at the beginning of the implementation period. This report will include an indicative work plan.

➤ Location(s) of assignment:

MAPUTO, Mozambique

Visits to provincial training institutions

5. REPORTING

➤ Work flow management

The team will report to MISAU and the HRWG as well as the EU Health advisor.

Regular debriefing session should be held in the MISAU.

For contractual matters it will relate to the EU Delegation in Maputo.

➤ Content

1. A short inception report clarifying the agenda.
2. A document defining the common understanding between MISAU and partners on the partnership/twinning arrangement. This document has to contain a chapter on situation analysis (baseline), a description of key actors and their training projects.
3. A final report with a draft proposal TOR and tender dossier for the partnership/twinning arrangement.

- Language: English/Portuguese.

At least one of the experts should be fluent in Portuguese and be able to run the necessary interviews and meetings. The reports may be first written in English and afterwards translated in Portuguese or vice versa.

- Submission/comments timing

- The inception report has to be presented on day 3 of the consultancy.
- A first analysis in form of a first draft report should be shared with MISAU and the HRWG after all national institutions have been visited or interviewed and a mapping made.
- A final draft report with TOR will be written and presented within 14 (fourteen) calendar days after the field visit ends.

Comments on the first draft report should be given in a workshop before the end of the field mission, comments on the final report can be given up until 14 (fourteen) calendar days after the submission.

- Number of report(s) copies: five (for MISAU, GON, EC, HRWG & Health Focal partner) plus corresponding virtual copies on CD.

6. ADMINISTRATIVE INFORMATION

- Language of the specific contract: English
- Items to foresee under "Reimbursable" should include travel costs and per diems to cover cost for the key experts in and outside of Mozambique. Item to cover costs of publication, printing and translations for the different studies and information material should also be included.
- For riders only: operational conditionality for intermediary payment if foreseen as per article 7.2 b) of the Special conditions
- Others N/A

Annex: Reference documents**These will be provided by the EU Delegation**

1. NPHHRD
2. From TAP MZ/FED/2008/020-969
3. Consultancy report of the formulation mission for EC support to the health sector under 10th EDF (EC 2008)
4. EC backbone strategy on technical cooperation
5. WHO / PALOP CRDS HR Observatory project documents
6. HRWG updates and reports
7. Template for TOR for a service tender dossier under 10th EDF

Procurement procedures

All contracts implementing the action must be awarded and implemented in accordance with the general and specific conditions of the Financing Agreement and with the procedures and standard documents drawn up and published by the Commission for the implementation of external operations in force at the time of the launch of the procedure in question.

Participation in the award of contracts for the present action shall be open to all natural and legal persons covered by EDF. For the present action, participation will also be extended to natural and legal persons from the following country: Brazil. Further extensions of this participation to other natural or legal persons by the concerned authorising officer shall be subject to the conditions provided for in e.g. article 20 of Annex IV of the Cotonou Agreement. The suspensive clause will be applied to allow the launching of the procurement process for these services before the signing of the Financing Agreement.