Introduction and Background

The Punjab Health Department is committed to improving the health status of the population and is responsible for the performance of Health Sector in the Province in order to improve service access and quality. The Department plays diverse roles ranging from service delivery to regulation and human resource development. The funding for these efforts are channelled through multiple sources, such as federal, provincial and district governments; and both multilateral and bilateral donor agencies.

A Draft National Health Policy (NHP) was developed in May, 2010 after extensive consultations with provincial governments and other stakeholders. Before the policy could be approved, a major change in the roles and responsibilities of the health sector both at the federal as well as provincial level was brought about by the 18th constitutional amendment requiring the national health programmes to be decentralised to the provinces. This development has increased the urgency for reviewing the current situation in the health sector and establishing priorities for services to be delivered to the people in an integrated manner. The rules of business at the provincial level will have to be renewed accordingly.

The Government of Punjab therefore, requires that a Health Sector Strategy be developed with specific monitoring targets for better health outcomes, with some emphasis on achieving the MDGs 2015 targets. The Strategy will support the Health Department to progress further with a sense of direction, purpose and urgency by prioritising policy related interventions consistent with availability of financial resources. The timing is critical to ensure minimal disruption of the delivery of essential services at District levels. The process will be inclusive of both the public and private sectors so as to best address the sector needs at province and district levels. In keeping with aid effectiveness principles, Development Partners will be encouraged to align their investments with the Strategy.

Technical Support to the Health Department of Punjab in developing the Health Sector Strategy will be provided by the Technical Resource Facility (TRF). The TRF is funded by the UK’s Department for International Development (DFID) and Australian Agency for International Development (AusAID).  

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1 The TRF is mandated to support improvements in policy, strategies and systems and build the government's capacity at federal, provincial and district levels by providing strategic technical assistance for improving people's access to quality health, particularly by poor people and marginalised groups. It is managed by HLSP www.hlsp.org
Objectives

The overall aim of the assignment is to assist the Health Department, Government of Punjab, to develop a prioritised health strategy for the Province to improve health outcomes and performance of health sector.

Following are the specific objectives.

1. Analyse the existing situation with regards to policy priorities, operational efficiency and effectiveness of the Health Department to include the following:
   1.1. Suggest reforms at various levels of management, including but not limited, to the Health Department, Directorate General Health Services and the District Services, keeping in view the decentralisation of health programmes after 18th Amendment.
   1.2. Identify challenges of service delivery, procurement and logistics and information systems at all levels including tertiary, secondary and primary care and define related strategies to overcome these challenges.
   1.3. Identify human resource issues including availability and capacity building of human resources and define strategies to cope with the challenges in this regard.
   1.4. Identify areas where public-private partnerships could be built to improve the coverage and quality of health services and define related strategies.
2. Identify key priority action areas for Health Department and the health sector and develop actions and activities to ensure maximisation of favourable outcomes in these areas.
3. Prepare the financial framework for efficient and effective utilisation of finances (value for money).
4. Develop the monitoring and evaluation framework for Health Sector Strategy.

Outputs/deliverables

Following are the principle outputs:
   a) Inception report
   b) Situation Analysis.
   c) Draft Health Strategy
   d) Final strategy

Scope of Work

The Team Leader (lead consultant) will report directly to the Secretary Health Punjab or his nominated focal person. The consultants will work closely with Punjab Health Department including the Directorate General of Health Services, Punjab Health Sector Reform Programme, district health management and other relevant provincial departments. Other key stakeholders can be identified by the department to accomplish the following activities:

1. Develop an inception report which will include a detailed methodology and work plan. The process in the inception report will adhere to the criteria laid out in the IHP+ JANS guidelines, to facilitate fuller alignment by external partners and ensure the plan is credible, prioritized, inclusive, evidence based and costed.
2. A detailed situation analysis of the health sector in the province focusing on the following major areas:
   2.1. Health status of people of Punjab, including an assessment of the performance of health sector on a set of key indicators in comparison with other provinces and also drawing comparison between various regions (southern, central, northern) of the province using PDHS, PSLMS and MICS data where possible
   2.2. Existing policies, strategic priorities and reform initiatives of the Health Department and recommendations for improvement keeping in view the post 18th amendment scenario.
   2.3. Review of the Health Department’s organisational structure and governance (including responsiveness & accountability), management arrangements and functions at provincial and district levels, and capacity to implement the health strategy and recommendations keeping in view the decentralisation of health programmes following 18th amendment. Also, an assessment of the functions of entities like Health Regulatory Authority, Health Foundation, Monitoring & Evaluation Cell, etc.
   2.4. Health service delivery system, in light of the Minimum Service Delivery Package and primary & secondary Minimum Service Delivery Standards where applicable, with emphasis on quality, access, especially by the poor, and cost-effectiveness.
   2.5. Existing and future role of private sector in health service delivery, taking into account any public-private partnership initiatives.
   2.6. Assessment of the existing health infrastructure with regards to equity and access and identification of gaps.
   2.7. Analysis of the present situation, policies and practices with regard to different cadres of human resources under Health Department, and suggestions for improving their availability and capacity.
   2.8. Analysis of the efficiency of health expenditure to understand issues and challenges related to health care financing and financial management system in the province and recommendations for ensuring value for money.
   2.9. A review of the procurement & logistic management system of the Health Department, including supplies, equipments & drugs, and suggested measures for improvement.
   2.10. A review of the existing information systems, including M&E mechanisms in the Health Department, and their role in generating evidence for decision making.
   2.11. A summary of key issues and challenges in priority areas that need to be addressed to improve health sector performance including identification of the systems constraints that are hampering efficient delivery of health services and recommendations for improvements.

3. Develop the Health Sector Strategy for Punjab on the following format, ensuring it follows the criteria and the best-practice outlined in the IHP+ JANS guidelines, to the maximum extent possible.
   3.1. Introduction and background
   3.2. Vision, mission and values of DOH
   3.3. Identification of Health Department’s overall goals, outcome/s, policy objectives and output/s (outlining linkages to supporting program and systems development plans and district plans).
   3.4. Governance and management arrangements
3.5. Financing framework which assesses resource requirements in financial terms, including expected allocation of Health Department’s budget ceilings and off budget ceilings (e.g. any federal government’s investment in Punjab, and off budget projects of development partners) for next five years by outputs.

3.6. Monitoring and evaluation framework which identifies output indicators/targets keeping in view projected resource availability during the the first five years of the strategy.

4. The consultant/s will follow the following process during the course of development of the Health Sector Strategy.

4.1. Carry out literature review.

4.2. Conduct meetings with all the stakeholders in the sector and get their feedback.

4.3. Work with and get inputs of Secretary Health and other senior officials of the Health Department including Directorate General of Health Services, Punjab Health Sector Reform Programme (PHSRP), other relevant departments, and selected district management officials.

4.4. Organise and conduct the following workshops required during the whole process of development of strategic plan:

4.4.1. preliminary/sensitisation meetings major actors in the Health Department;

4.4.2. consultative workshops with stakeholders including international partners;

4.4.2.1. presentation of situation analysis

4.4.2.2. presentation of draft strategy

4.4.2.3. dissemination seminar after the approval of the strategy by the provincial government.

Timelines

The duration of the assignment is 5 months.

Implementation Arrangements

- The Health Department will nominate a focal person for the assignment with whom TRF will discuss and agree on the terms of reference and consultants for the assignment.

- The Health Department focal person and TRF specialist will be responsible for briefing the consultants on the context and components of the TA.

- The consultants will submit an inception report including work plan according to TOR, highlighting their understanding of the deliverables. The TRF specialist, focal person and consultants will sign the work plan. The consultants will provide report/s to the TRF specialist and focal person on the agreed milestones and benchmarks and timelines for feedback and quality assurance.

- The consultants will communicate with the TRF focal person for working out the processes and submitting developed documents/material. The TRF will be responsible for submitting the documents to the Health Department through the focal person nominated by the Department.
The Health Department’s focal person will facilitate identifying relevant technical material that is locally developed; however, the consultants’ desk review and literature search will not be limited by this. The TRF will provide technical contribution in terms of reviews and feedback to the consultant. TRF specialist will be responsible for making logistic arrangements for consultants and organizing the workshops.

The Health Department’s focal person will be responsible for helping consultants, identify relevant stakeholders and arranging consultants’ meeting with them (within the public sector), sending out invitation letters for consultative workshop and providing relevant documents and giving technical inputs.

The consultants are preferred to be stationed at Lahore, though can work from other cities of Pakistan. They will be required to be in Lahore for meetings with key stakeholders and conducting workshops.

Deliverables will be presented to a committee chaired by the Secretary Health and comprising PD, PHSRP, Director General Health Services, TRF specialist for approval.
Expertise Requirements

The consultant/s should have:

- demonstrated skills of developing long-term policy and strategic planning with costing in Health Sector;
- demonstrated knowledge and experience of Pakistan public health sector in general and Provincial health sector in particular;
- experience in financial systems and analysis including cost effective and cost efficiency analysis; and
- demonstrated knowledge and experience of working with development partners

Inputs

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<th>Tasks</th>
<th>International Health Policy and Systems Expert</th>
<th>Health System/ Public Health Consultant (Lead Consultant)</th>
<th>Health Financing Expert</th>
<th>M&amp;E Specialist</th>
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Note: TRF has a long term procurement consultant on board who will be available if and when his inputs are required by the team.

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Name and Signature of Govt. Counterpart
Date: