TERMS OF REFERENCE

Reference: NGCWG0921
Post Title: Senior Health Governance Adviser
Project Title: Operationalisation of Saint Lucia's National Governance and Management Model for the health sector
Project Location: Saint Lucia
Duration: 2 Years
Responsible to: Permanent Secretary, Ministry of Health, Wellness, Human Services and Gender Relations, Sir Stanilaus James Building, Waterfront, Castries, Saint Lucia
Closing date: 2 January 2017
Start Date: February/ March 2017

Emoluments Package:
The proposed annual emoluments package for this assignment [comprising fee, inducement allowance plus service gratuity] is £44,725 per year (free of tax). In addition to this, a housing allowance, education allowances, installation grant and shipment of personal effects are also provided.

I. Project Background

While the number of actors participating in Saint Lucia’s health sector has grown, the governance and management model for the sector has not been evaluated to determine relevance and appropriateness to sector needs and challenges. In addition, the health sector continues to operate in a fragmented manner with continued duplication, wastage of resources and inequitable access to health services. The stewardship role of the Ministry of Health requires strengthening; while inadequate and outdated legislation further exacerbate the Ministry’s capacity/authority for monitoring and compliance. These challenges require redefining and strengthening of the Ministry of Health in order to allow it to perform its leadership and stewardship role more effectively.

Building on the achievements of the MDGs, the Ministry aims to work towards sustaining the gains already achieved, and also towards building the resilience of the health sector to deal with new and emerging challenges. Achieving the Sustainable Development Goals (SDGs) requires that the technical capacities and capabilities of the Ministry of Health be strengthened. Redefining the roles and functions of the Ministry of Health calls for significant strengthening in the areas of regulation and enforcement, monitoring and evaluation, development of national quality standards to name a few. All health care providers will be called upon to function within this framework which will allow the health
sector to take advantage of economies of scale, form partnerships, and make greater use in
the utilization and allocation of resources. This will contribute towards a more sustainable
approach at maintaining the health gains made, allow for greater focus to be on addressing
coverage gaps and inefficiencies in the health system. In addition to building capacity
towards meeting the new and emerging health threats.

In addition, the persistent global economic and financial challenges have necessitated a
review of the national approach to achieving sustainable growth and development. The
government has focused on providing universal primary and secondary school education,
improving food security and agricultural productivity, improving quality and access to health
services and to strengthening social safety nets for poor and vulnerable groups. The
proposed institutional strengthening activities will contribute to the strengthening of safety
nets through increased access to health services by vulnerable groups, ensuring
standardisation of health services, health facilities and health care practices, price control
on private health services, increasing the accountability of health providers through
monitoring and evaluation and the development of clear roles, responsibilities and
reporting.

Link to Universal Health Coverage and Non-Communicable Diseases - The operationalisation
of the new Governance and Management Model for the Health Sector will provide the
requisite framework to establish the governance structures within which the Universal
Health Coverage Initiative will be implemented and accessed. This includes a strengthened
Ministry of Health to ensure better execution of the stewardship role, a dedicated health
fund to secure and maintain resources for health improvement, and development and
maintenance of plant and equipment and statutorised health services, namely, hospital
based services and community-based services.

This project will therefore redefine and strengthen the leadership and stewardship role of
the Ministry of Health, Wellness, Human Services and Gender Relations in Saint Lucia.
Ultimately this process aims to ensure that all persons and institutions operating in the
health sector are providing a quality service in an integrated and holistic manner. For this
purpose, it is important that the requisite governance and managerial frameworks and
operational mechanisms are established to facilitate: greater accountability, greater
equity, harmonization of services by reducing duplication, increased resource allocation,
increased efficiency and cost containment and increase effectiveness of service
interventions.

A long-term Health Governance Reform Adviser will be embedded within the Ministry to
support this process over a period of two years. Owing to the policy and consequently
legislative foundation of the Ministry’s changing role within the Health Sector, a short-term
legislative drafter will also be mobilised to revise and draft a ‘Health Sector Governance
and Management Bill’ on the basis of the Governance and Management Policy for the Health
System to be developed by the long-term adviser.

II. Scope of Work

Short-term Outcome: The Ministry of Health operates under a redefined and strengthened
governance and management framework for the health sector.

Output 1: New Governance and Management Policy for the health sector
Expected activities include (but not limited to):

- Review the proposed integrated governance and management model, and identify areas for improvement as applicable.
- Analyse health sector management, including institutional, organisational, and coordination arrangements; management information systems and reporting systems; licensing and registration; and other areas as indicated by the Ministry.
- Develop a draft Governance and Management Policy for the health system integrating strategic recommendations from the analysis above.
- Conduct stakeholder consultations to refine the draft Policy.
- Develop the appropriate governance and management structures, mechanisms and tools, including: organisational structures to delineate roles and responsibilities and reporting, higher-tier job descriptions for the Ministry of Health in their new roles as sector regulator, service agreements, memorandum of understanding, standard operating procedures, template contracts etc. that supports the operationalisation and monitor implementation of the approved model.
- Conduct consultations with relevant stakeholders on the governance and management structures.
- Develop an Implementation Road Map for the Policy, identifying responsibilities and accountabilities for implementing actions.
- Work closely with the legislative drafter on the legislation to support the implementation of the model.
- Develop specific structures to operationalize the health financing strategy.

Output 2: Sector-wide awareness-raising and capacity-building for key aspects of the governance and management reform.

Expected activities include (but not limited to):

- Developed and strengthened capacity in the MoH to develop, support, manage and monitor Health Sector reform initiatives.
- Organizational development of the MoH under the new structure.
- Development of training manual to orient health actors in the new governance model and to prepare them for the new roles and responsibilities.
- Identify linkages between the health reforms and workforce planning requirements to deliver the SDGs.
- Training in health workforce planning to deliver the SDGs.
- Conduct consultations with relevant staff and other stakeholders in order to encourage understanding and ownership as well as to inform the development of the various outputs.

Output 3: Knowledge products supporting learning across the Commonwealth.

Expected activities include (but not limited to):

- Document Saint Lucia’s experience transitioning to a revised role for the Ministry of Health.
- Regularly feeding of resources and material into the Commonwealth Health Hub as online resources and open access material that could support innovation and lessons learning in other Commonwealth countries approaching similar challenges.
- Experience and lessons to inform relevant Commonwealth-wide tools, frameworks and models to be developed.

III. Implementation Arrangements

The project is to be delivered through a mix of short-term and long-term support, of which this role comprises the long-term element. A long-term Health Governance Reform Adviser will be based within the Ministry for a period of two years. The Advisor will report to Permanent Secretary and be supported by the Corporate Planning Unit and the Policy/Senior Management Committee. The adviser will be expected to engage widely with sector stakeholders as well as staff within the Ministry. This will allow the CFTC Advisor to interface more directly with the main decision-makers.

The project will also provide separate short-term legislative drafting assistance to deliver ‘An appropriate regulatory Framework for the Health Sector (a new Health Sector Governance and Management Bill)’.

The adviser and short-term expert will also be expected to coordinate with the wider programme of support for health reform and lessons learning undertaken by Commonwealth Health and Education Unit and the Commonwealth Health Hub.

The Adviser will report on a day-to-day basis to the Chief Health Planner, Ministry of Health, Wellness, Human Services and Gender Relations, Saint Lucia. The project will be managed by the Technical Assistance Unit (TAU) and Health and Education Unit (HEU) of the Commonwealth Secretariat.

Monitoring and Evaluation of the project will take place during the course of its implementation. The Adviser will be expected to provide Inception Reports and Six Monthly Progress Reports supported by supplementary information and reporting as required. All reports will be submitted to the designated Project Manager at the Commonwealth Secretariat and signed by the Reporting Officer in the host organisation. A final Project Completion Report which combines evidence from all review mechanisms will be completed at the end of the project.

IV. Transfer of Expertise

The Commonwealth Secretariat attaches particular importance to the transfer of expertise and knowledge to counterparts. The adviser in his/her discussions with the Reporting Officer should draw attention to the need for key staff to be assigned as counterparts at the beginning of the assignment. This should be reported on in the Inception Report. A training programme for key counterpart staff should be produced by the adviser and agreed with the Reporting Officer. An update should be provided on this in the first Progress Report.

V. Gender Mainstreaming

The Adviser under this project will be expected to actively support the Commonwealth Secretariat’s Gender Equality Policy. This Policy provides a mandate and framework for realising the Commonwealths commitment to mainstreaming gender equality and equity into all its policies, structures, systems and operations. It is intended to strengthen and guide the collective effort of all Secretariat staff to ensure that women, men, girls and boys benefit equally from their work. The Adviser will be expected to highlight and respond to specific gender questions attached to the process under this project, which will be included in all project reporting.
VI. Experience & Qualifications

The successful candidate should possess the following experience and qualifications to be considered for this post:

Professional Experience
- At least twelve (12) years’ experience working internationally with health governance with specific reference to governance reform and management within a development context.
- Extensive experience in providing strategic advice and writing public health policies
- Proven ability to coordinate change across multiple stakeholders at an operation and strategic level.
- Experience establishing health regulation and enforcement, monitoring and evaluation, development of national quality standards.
- Demonstrated experience of delivering capacity building initiatives to professionals with the health sector.
- Substantive overall understanding of development trends including the SDGs and Universal Health Coverage, integrated care delivery, quality management and the ability to present related issues clearly both to a general and a specialist audience
- Outstanding communication skills, with excellent command of spoken and written English
- Ability to engage with gender mainstreaming issues in the context of education.

Educational Qualifications
- Advanced degree (Masters Degree or equivalent) in Health Management and Public Policy (or a related field) from a recognised and reputable institution.