**Terms of References ToR)**

**National Consultant to develop Results Based Management (RBM) Strategy and Plan for Well Woman Programme of Family Health Bureau – Ministry of Health – Sri Lanka**

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| Working Title | National Consultant – RBM Strategy Planning |
| Duration of the Assignment | December 2021– April 2022 (43 days) |
| Expected start date | December 2021 |
| Duty Station | Colombo, Sri Lanka |
| Government Counterpart | Family Health Bureau – Ministry of Health |
| Reference to Project | Well Woman Clinic Programme |
| Hiring Office | UNFPA Sri Lanka |
| Application | National RBM Consultants who meet qualifications are invited to submit an updated CV and a cover letter outlining their previous experience and interest in RBM and its institutionalization in national institutions/ governments. The cover letter should include a financial offer for the assignment (i.e., Daily rate) as well as expected availability in coming 6 months following the start of the consultancy.Please send your resume, cover letter, sample report together with per day professional fee at the following address: xxxx@unfpa.org. Please ensure that you indicate the position you are applying for (National RBM Consultant) in your subject line. |
| Deadline for application | 24th October 2021 |

1. **Background**

The United Nations Population Fund (UNFPA) is the UN’s sexual and reproductive health agency. UNFPA was a part of the joint effort with the Ministry of Health to develop the Well Woman Programme Strategy 2019 – 2023. UNFPA has been supporting the Programme since its inception in 1996 to improve the health and well-being of women in Sri Lanka. Sri Lanka has come a long way to achieve exemplary results in maternal health. For example, 99% of mothers receive antenatal care from a skilled service provider, and nearly 100% of births are delivered in a health facility assisted by a skilled attendant. However, critical gaps remain to ensure universal health coverage and tackle the last mile challenges to leave no one behind. There is a need to address long-standing issues such as preventable maternal deaths, as well as emerging ones including non-communicable diseases. We need to acknowledge that even one woman dying from a preventable cause is too many. Over the years, the Well Woman Programme has faced several challenges including inadequate basic health infrastructure and financing, and lapses in the quality of services.

Year 2019 marked the 25th anniversary of the International Conference on Population and Development (ICPD) in Cairo, which placed women’s rights at the center of population and development policies. At the ICPD, world leaders recognized the importance of providing individuals, couples, and families with access to a range of sexual and reproductive health services because having a control over her own body is a starting point for women’s rights. The old discourse, which sees family planning to control population increase, was disregarded at ICPD because family planning was recognized as a human right. Advocacy for this very concept, however, must be continued and strengthened, more so than ever before.

1. **The Programme**

The Well Woman Programme (WWP) has been implemented for over two decades in Sri Lanka. It is therefore timely to reflect on the lessons learnt and to move forward using evidence-based interventions and advances in technology for a renewal of the Well Woman Programme. The WWP Strategy plan addresses several important systemic issues affecting the optimal performance of the WWP and thereby aims to ensure that women receive high quality health services. The National Strategic Framework for Development of Health Services (2016-2025), the National Multisectoral Action Plan for the Prevention and Control of Non-Communicable Diseases (2016-2020) and the National Policy and Strategic Framework on Cancer Prevention and Control- 2015 provide the policy frameworks for this strategy. In addition, the development of the Strategic Plan became necessary by the significant change in recent years in government approaches to service improvements, which recognizes the need for strategic planning across all sectors and ministries; the need for evidence-based management; as well as the need for enhanced citizens’ participation in planning and implementing development programmes in a devolved manner.

Six Strategic Objectives have been identified in the Strategic Plan and defines strategies, major activities, and sub activities for each of them. This Strategic Plan will focus on the following key areas: policy and advocacy, the transition from cervical cytology screening to HPV testing, health system strengthening to deliver the WWP, increasing coverage and equity, quality of care (QOC) and raising community awareness on screening. The expectation is that national, provincial and district levels will use the Strategic Plan as a framework to ensure activities related to the WWP are adequately reflected when developing their Provincial and District Health Plans.

1. **Purpose of the Consultancy**

The purpose of the assignment is to assist/support/guide Family Health Bureau (FHB) in the development and institutionalization of results-based management (RBM) strategy for WWP in planning, monitoring and management processes. As managing for results is driven by an organization’s mandate and objectives as articulated in its results framework WWP Strategic Plan, it is crucial to develop and finalize a multi-year Strategic Results Framework for WWP as well as a corresponding annual work plan that is in alignment with the Ministry’s results-based objectives.

Furthermore, the consultancy will analyze the current planning, monitoring and management process in the FHB and redesign the process to ensure it is results-based thereby improving the process and quality of outputs of the WWP. The consultant will apply and promote the RBM approach and facilitate the consultations when formulating RBM Strategy for WWP to support FHB to deliver better results and achieve sustainable impact by the WWP.

1. **Scope of Work**

4.1 Consultant will review relevant documents and have interviews with key informants.

4.2 Map the full RBM process in WWP, including each individual component (planning, logistics, monitoring, reviewing, evaluation, reporting and communication) and linkages among them, including:

4.2.1 Definition of each step in the programming process, from start to the end

4.2.2 Definition of functional roles and responsibilities

4.2.3 Identification of data, information, and communication needs of each unit

4.2.4 Identification of connections/dependencies between and among units, paying particular attention to availability and accessibility of data and information

4.2.5 Identification of bottlenecks/challenges to RBM in WWP including human resources

4.3 Redesign the flow of work and flow of information to improve the planning and management of processes and the quality of outputs of WWP with M&E data collection with appropriate frequencies.

4.4 Develop a WWP Management Manual outlining all procedures in programme and project management.

The Programme and Operations Policies and Procedures Manual will describe key operational procedures and processes for all aspects of work: results management; partnership management; monitoring data collection, progress reviews and annual evaluations.

The Manual should provide guidance to FHB management and staff on key functions and mechanisms through which the results and principles enshrined in the overarching WWP are to be achieved. All managers and staff members will be expected to base the exercise of their functions on the Manual.

The Manual should provide the specific and practical content on what needs to be done, by whom and by when. It should provide WWP units with guidance, ‘how to’ and practical tools to strengthen results-oriented planning, monitoring and evaluation in FHB.

4.5 Provide communication messages for the launch of the RBM strategy with a ministry wide operational manual

1. **Methodology**

National RBM Consultant must make sure in-depth consultation process with various levels of FHB staff (i.e., national, provincial, and divisional and different management levels). It is envisaged that the consultant will directly work with the various levels of FHB staff in the design of the WWP RBM strategy and operational plan supporting relevant FHB management and staff members to articulate results, align results to the WWP Strategic Plan and develop the results framework for the strategy with clear results indicators with technical notes, data sources, baselines, and targets.

The inception report describing the methodology/steps, the consultant deployed in this assignment to achieve consultancy objectives will need to be submitted prior to starting other activities. The Action plan will need to be agreed upon and approved by both FHB and UNFPA.

Moreover, National RBM Consultant should adopt globally accepted UNFPA RBM principles in this process. Six RBM principles are listed below.

Principle 1: Foster senior-level leadership in RBM.

Principle 2: Promote and support a results culture.

Principle 3: Build results frameworks with ownership at all levels.

Principle 4: Measure sensibly and develop user-friendly RBM information systems.

Principle 5: Use results information for learning and managing, as well as for reporting and accountability.

Principle 6: Build an adaptive RBM regime through regular review and update.

1. **Proposed major activities**
2. Preliminary meeting with DDG PHS II, FHB, HPB and UNFPA to obtain a better understanding on the TOR prior to submit inception report is mandatory.
3. Provide an action plan with all details as an inception report within 2 weeks’ time of the signing of the consultancy contract.
4. Stakeholder core group workshops and meetings to facilitate WWP RMB strategy development and agree with the framework and scope of the strategy with the RBM mapping
5. Facilitate provincial and divisional level initial consultation sessions to obtain comments for draft RBM strategy
6. Set up results-based monitoring, progress reviewing and evaluation system with tools and the data collection technology
7. Support Ministry to compile baseline data for each component and agree on indicators of the WWP where appropriate. This will include reviewing existing data and identifying data that can be used as baseline data and designing and undertaking data collection for where there is a gap.
8. Review existing monitoring and evaluation approaches and information management systems and ensure that they can provide necessary data for measuring progress against indicators.
9. Develop and present draft RBM Strategy Plan with required consultation sessions
10. Facilitate WWP RBM Strategy and operational plan validation workshop and incorporate comments and provide the Version I of the WWP RBM Strategy and operational plan together with the Operational Manual.
11. **Expected Deliverables and Consultancy Outputs**
12. Final WWP Multi-Year Strategic Results Framework (with Impact, Outcome and Outputs level results and associated performance indicators and targets (whenever possible) fully aligned with current Health sector strategic plans).
13. Final WWP Annual Work plan (fully aligned with Strategic Results Framework)
14. Final FHB WWP Annual Work Plans (fully aligned with Ministry strategic directions and plans)
15. Programme and Operations Manual outlining procedures in programme and project management as well as operations including practical tools to strengthen results-oriented planning, monitoring and evaluation in FHB, such as final data monitoring data collection tools and technology in the various stages of planning, monitoring, and reporting. The Manual should be based on new RBM workflow and flow of information processes in the Ministry (including planning, monitoring, reviewing, evaluation, and reporting etc.)
16. WWP RBM communication messages for launch of redesigned processes Ministry-wide
17. A short power point presentation on the Results Framework including the development process

**National Consultant is expected to use a s a guide of following benchmarks for the proposed WWP RBM strategy and operational plan as per the UN RBM guidebook.**

Benchmark 1: A clear conceptual framework for RBM exists as a broad management strategy.

Benchmark 2: The respective responsibilities of the organization’s main parties are clearly defined.

Benchmark 3: Long-term objectives have been clearly formulated for the FHB.

Benchmark 4: The WWP is well aligned across all programmes with its long-term objectives.

Benchmark 5: The WWP’s resources are well aligned with its long-term objectives.

Benchmark 6: An effective performance monitoring system is in place.

Benchmark 7: Evaluation findings are used effectively.

Benchmark 8: RBM is effectively internalized throughout the FHB and the Ministry.

Benchmark 9: A knowledge management structure and strategy is developed to support RBM.

1. **Duration, working schedule and location**

Entire consultancy to be completed within 43 working days within four months’ time from December 2020 to April 2021. The table below provide a guide for the time allocation of the work. However, consultant shall provide any comments if any for this schedule when submit the inception report.

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| **Main Tasks** | **Proposed no of days** |
| Preliminary meeting with FHB and UNFPA to obtain a better understanding on the TOR prior to submit inception report is mandatory | 1 |
| Setting up the Technical Advisory Committee (TAC) and agree a work plan the whole process | 1 |
| Provide an action plan with all details as an inception report within 2 weeks’ time of the signing of the consultancy contract. This is including the secondary data review | 7 |
| Meeting the TAC members periodically to facilitate WWP RBM strategy and operational plan development and agree the framework and scope of the strategy with the RBM mapping | 5 |
| Facilitate provincial and divisional level initial consultation sessions to obtain comments for draft RBM strategy | 5 |
| Set up results-based monitoring, progress reviewing and evaluation system with tools and the data collection methods or technology | 5 |
| Assist Ministry to compile baseline data for each component and agreed indicator of the WWP where appropriate. This will include reviewing existing data and identifying data that can be used as baseline data and designing and undertaking data collection for where there is a gap. | 5 |
| Review existing monitoring and evaluation approaches and information management systems and recommend that they can provide necessary data for measuring progress against indicators. | 4 |
| Develop and present draft RBM Strategy Plan with required consultation sessions | 7 |
| Facilitate WWP RBM strategy and operational plan validation workshop and incorporate comments and provide the Version I of the WWP RBM Strategy and operational plan together with the Operational Manual with the guide. | 3 |
| Total number of days | 43 |

1. **Place where services are to be delivered**

Colombo (at FHB), with required travel to provincial and divisional stakeholder consultations. Desk reviews and designing work can be done at home/office of the consultant.

1. **Method of Payment**
2. Acceptance of the inception report – 20% of the professional fee
3. Upon submission of the draft WWP RBM Strategy and operational plan and power point presentation – 40%
4. Acceptance of the WWP RBM Strategy and operational plan by both UNFPA and the Ministry of Health (TAC) – Final 40%
5. **Supervisory arrangements**

Consultant will report to UNFPA under the overall guidance of the TAC (formed with partners from UNFPA, MOH, FHB)

1. **Inputs / services to be provided by FHB or UNFPA**
* UNFPA will administrate the consultant contract and provide requited technical support and supervision.
* FHB will appoint a focal person to contact and coordinate with the Consultant to manage the assignment productively
* FHB will coordinate all workshops and consultation sessions to obtain the optimum inputs from the Consultant with better focus on the technical discussions
* FHB will coordinate provincial and divisional stakeholders for all consultative sessions and arrange workshops and meetings.
* FHB will provide relevant reports and documents and access to required data and other details.
* UNFPA and FHB will provide comments for draft documents within agreed deadlines.
* UNFPA will arrange all logistics for field level work including transport, accommodation and meals and refreshments.
1. **Required expertise, qualifications, and competencies, including language requirements**

**Education:**

* A minimum qualification of a Master’s degree in Economic/ Management / Social Science/Studies or related discipline. A PhD qualification will be an advantage.

**Experience:**

* Minimum 10 years of experience in RBM and/or strategy and policy review, strategic planning, monitoring and evaluations and public sector reforms.
* Previous experience or knowledge on Health economics is an asset

**Areas of Expertise:**

* Demonstrated expertise in one or more of the areas including Public Service Reform, RBM, Performance Management, ICTs, Change Management and Monitoring and Evaluation. Knowledge of various management approaches will be a distinct advantage.
* Substantive experience in Results-Based planning, monitoring and evaluation of policies, programmes, projects as well as excellent technical knowledge and experience in the designing and implementing RBM systems including data collection, data analysis, monitoring and evaluation systems, and reporting.
* Previous experience in the integration and institutionalization of RBM in governmental, non-governmental or private sector entities is a strong asset
* Familiarity with measuring and reporting Sustainable Development Goals (SDGs) at national and international levels is desirable.
* Familiarity on UN Eval4Action campaign which promote RBM will also be an added advantage.

**Competencies:**

* Exceptional oral and written communication skills in the English and Sinhala or Tamil languages required.
* Creative and analytical thinking skills and excellent report-writing skills.
* Demonstrated high level communication skills and the ability to effectively communicate complex information in a clear and concise manner.
* Ability to lead and work effectively with diverse team of people.

**Values**

* Integrity, accountability, respect for diversity, high sensitivity on gender equality and equity



Sarah Soysa

Programme Analyst SRHR