

**ToRs**  
**Healthcare Management Specialist**  
**(Deputy Program Director)**  
**National Health Support Program Punjab**

<p><b>Healthcare Management Specialist (DPD)</b></p>	<p>Project Goal: Achieve quality improvements in Punjab’s healthcare service delivery and subsequently in Punjab’s Human Development Index (HDI) and reducing the extent of child and maternal mortality in the province.</p> <p>National Health Support Program (NHSP)’s Project Objective: To strengthen equitable delivery and quality of essential health services at the primary health care level, in support of UHC</p> <p>Program Development objectives directly contribute to the Government of Punjab’s (GoPb) social sector:</p> <ul style="list-style-type: none"> <li>• Government of Pakistan and the Government of Punjab’s focus on increasing investment in people, and prioritizing lagging regions and populations.</li> <li>• Pakistan’s commitments to attainment of SDG’s Goals related to health and nutrition.</li> <li>• Strategic priorities, as laid out in Punjab Health Strategy, 2019-28</li> </ul> <p>In Punjab, health indicators especially among poor and vulnerable populations are significantly lagging and its inequality is increasing. NHSP will support the following Results Areas: (RA1) improving coverage and quality of essential health services; (RA2) enhancing governance and accountability; and (RA3) improving health financing and public financial management It shall be ensured that the lagging districts in various health indicators shall be given high priority with respect to initiatives to be taken through NHSP.</p> <p><b>Functions:</b></p> <ul style="list-style-type: none"> <li>• Reporting to and appraisal by Program Director (PD) and Director General Health Services</li> <li>• Assisting overall management and coordination of the program and monitoring deliverables and activities; ensure deliverables are accurately completed within deadlines including Manuals, Protocols, Studies, etc.</li> <li>• Providing technical inputs in planning from public health perspective (Local, Regional and Global scenarios).</li> <li>• Coordinate the process of figuring out the targeted population/beneficiaries and provide inputs on evaluation process to make required adjustments in consultation with Specialist team.</li> <li>• Ensuring coordination of efforts with project stakeholders (Departments, Sectors &amp; Donors) for having required support</li> </ul>
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to complement the inputs for achieving the targets against set indicators.

- Reviewing and providing feedback on the relevant component's Progress Reports (Quantitative and Narrative) and other reports.
- Coordinate in preparing Progress Report (Quantitative and Narrative) of relevant components.
- Conduct field and desk monitoring based on the checklist/ score card.
- Assist PD in evaluation of program performance.
- Assisting in reviewing services / programmatic data and providing feedback to the relevant section.
- Working with PD and overall PMU team to set realistic priorities, and plan for the successful implementation of activities.
- Represent NHSP in relevant meetings, workshops, panels, symposia and other relevant under the directions of PD
- Carry out progress evaluations for analysing effectiveness and efficiency of project implementation and provide recommendations for fruitful results. Provide policy advice to the component in the area of health systems reform including international comparative health perspectives.
- Review the different performance related indicators i.e. Antenatal Care, Postnatal Care, Deliveries, OTP site visits and Vaccination Coverage in order to provide inputs for further improvement.
- Perform any other task required for the successful implementation of the PNHSP, as assigned by the competent authority.

**Qualification**

- MBBS/ MD with post-graduation in health discipline (Public Health/ Health Economics/ health care management) from a foreign or local university, duly recognized by the Higher Education Commission (HEC) of Pakistan.

**Experience**

- At least, eight (8) years of documentary verifiable relevant experience working in health projects with minimum three (3) years, after acquiring MBBS, of experience at managerial or equivalent level in areas described in the scope of work. The specific experience shall be in developing and implementing health sector operations. Experience of producing/technically

	supporting guidelines/training materials in health sector will be required.
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## ToRs

### Monitoring Evaluation and Learning Specialist

### National Health Support Program Punjab

<p><b>Monitoring &amp; Evaluation (M&amp;E) and Learning Specialist</b></p>	<p>Project Goal: Achieve quality improvements in Punjab’s healthcare service delivery and subsequently in Punjab’s Human Development Index (HDI) and reducing the extent of child and maternal mortality in the province.</p> <p>National Health Support Program (NHSP)’s Objective: NHSP would support the following Results Areas: (RA1) improving coverage and quality of essential health services; (RA2) enhancing governance and accountability; and (RA3) improving health financing and public financial management</p> <p>Program’s Development objectives directly contribute to the Government of Punjab’s (GoPb) social sector</p> <ul style="list-style-type: none"> <li>• Government of Pakistan and the Government of Punjab’s focus on increasing investment in people, and prioritizing lagging regions and populations.</li> <li>• Pakistan’s commitments to attainment of SDG’s Goals related to health and nutrition.</li> <li>• Strategic priorities, as laid out in Punjab Health Strategy, 2019-28</li> </ul> <p>In Punjab, health indicators especially among poor and vulnerable populations are significantly lagging and its inequality is increasing. NHSP would support the following Results Areas: (RA1) improving coverage and quality of essential health services; (RA2) enhancing governance and accountability; and (RA3) improving health financing and public financial management It shall be ensured that the lagging districts in various health indicators shall be given high priority with respect to initiatives to be taken through NHSP.</p> <p><b>Functions of the M&amp;E and Learning Specialist:</b></p> <ul style="list-style-type: none"> <li>• Support PMU in timely reporting the progress to the World Bank on prescribed format</li> <li>• Organize assessment of data quality and suggest measures for its improvement.</li> <li>• Participate with relevant colleagues in conducting gender and equity analysis in the delivery of UHC BP, highlighting the achievements and gaps for course correction, where needed, by the department.</li> <li>• Develop a yearly program for implementation research in consultation with all stakeholders and support its implementation.</li> <li>• Organize and support organization of learning events at the provincial and national levels relating to healthcare programs and practices.</li> <li>• Support in-depth data analysis based on available data systems and surveys focusing on improvements in the provision of healthcare services addressing gender and equity requirements.</li> <li>• Coordinate with the third-party validation process for timely verification of the achievement of targets relating to DLIs.</li> </ul>
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- • Develop a rolling annual work plan for the duration of NHSP including the above functions and submit succinct monthly reports to PMU on progress of the work plan
- Close Coordination with the relevant wings/sections of DG health Office, PSHD, and Bureau of Statistic, Planning and Development Board and other stakeholders.
- Develop and implement various standard monitoring protocols (including questionnaires and survey designs) for different program, research studies, and third-party assignments.
- Develop proposals for conducting base line studies, process review, monitoring and evaluation studies and impact assessment studies Manage field-based data collection
- Supervise-data management and analysis in the required software
- Ensure all project reports are produced on time with high quality
- Assist PD in evaluation of different donor's projects/program
- Design M&E trainings for in-house Trainings
- Acquire full familiarization with the P&SHD mandate, structure and activities including all government and donor funded Programmes and their specific communication needs and requirements.
- Assist in the development of Log-frames, Annual budgeted Monitoring Plans and relevant data-collection processes, for tracking and monitoring of P&SHD activities and get necessary approvals from the management for implementation. Keep the aforementioned documents updated, in accordance with project activities and timeframes, as relevant.
- Assist MIS & IT team in reviewing the existing management information systems and individual modules to assess their efficacy for management information and decision making and help improve the quality of data generated, its relevance and coverage.
- Identify key performance indicators in line with the project objectives and use those for developing monitoring tools and a systematic M&E dashboard for P&SHD.
- Develop a M&E capacity building plan for the key staff at all supervisory and reporting levels.
- Design and/or support ToRs for procurement of consultancy services for surveys/baselines, assessments including Mid/End-Term evaluations, operations review (spot checks and process evaluation)
- Participate in technical evaluation of bids including pre-bid and negotiations meetings for various procurement activities related to M&E functions.
- Review inception and other payment related deliverables submitted by the Operations Review and Third-Party Evaluation (TPE) firm, share feedback and accept deliverables based on achieving desired level of satisfaction.
- Participate in meetings with the TPE firm.
- Conduct data analysis using statistical analysis tools in support with MIS.
- Track progress of various interventions as per work plans, identify lags and issues, and advise management on corrective actions needed to ensure timely achievement of milestones and deliverables.

- Undertake regular monitoring visits
- Identify and document lessons learnt from monitoring, routine data collection, short-term assessments and share those with the management and project team for accommodating necessary changes in the design for existing projects and future interventions.
- Develop case studies and success stories to capture qualitative outputs and impacts of the interventions taken through NHSP.
- Perform any other task assigned by PD, NHSP.

**Qualification**

- At least, Master's degree or equivalent (sixteen (16) years of education), Statistics/ Demographics/ Public Policy/ International Development/ Economics/Public Health, from a foreign or local university, duly recognized by the Higher Education Commission (HEC) of Pakistan.
- Advanced certification in M&E, statistics PMP or any other related area shall be accorded due weightage.

**Experience**

- At least, eight (08) years of documentary verifiable experience; after acquiring stipulated qualification, in M&E for development projects in developing and implementation of monitoring & evaluation tools and result framework.
- Experience, in health-related development projects shall be accorded due weightage
- Experience of working with multiple stakeholders in civil society and grass root level government health department.

## TORS FOR THE POST OF PROGRAM DIRECTOR NHSP-PUNJAB

<b>Program Director</b>	<p>Project Goal: Achieve quality improvements in Punjab’s healthcare service delivery and subsequently in Punjab’s Human Development Index (HDI) and reducing the extent of child and maternal mortality in the province.</p> <p>National Health Support Program (NHSP)’s Objective: To strengthen equitable delivery and quality of essential health services at the primary health care level, in support of UHC</p> <p>Program’s Development objectives directly contribute to the Government of Punjab’s (GoPb) social sector</p> <ul style="list-style-type: none"><li>- Government of Pakistan and the Government of Punjab’s focus on increasing investment in people, and prioritizing lagging regions and populations.</li><li>- Pakistan’s commitments to attainment of SDG’s Goals related to health and nutrition.</li><li>- Strategic priorities, as laid out in Punjab Health Strategy, 2019-28</li></ul> <p>In Punjab, there is a notable disparity in health outcomes, particularly among the underprivileged and disadvantaged groups, and this inequality is on the rise. This project aims to enhance the quality of healthcare services. NHSP would support the following Results Areas: (RA1) improving coverage and quality of essential health services; (RA2) enhancing governance and accountability; and (RA3) improving health financing and public financial management Special attention will be given to districts that are falling behind in various health indicators, ensuring they receive top priority when implementing initiatives through NHSP.</p> <p>Functions of the Program Director:</p> <ol style="list-style-type: none"><li>1. Reporting to Director General Health Services/Secretary Primary and Secondary Health Department</li><li>2. Provide administrative and management leadership to Project Management Unit (PMU) to effectively and efficiently achieve the project's goals and objectives.</li><li>3. Provide leadership for provincial level planning, budgeting, accounting, financial management, analysis, performance review, evaluations, preparation of operational plans and reporting for NHSP.</li><li>4. Close Coordination and liaison with all wings/sections of the DG health Office, vertical programs, and other development partners for implementation of the EPHS and other reform agendas through NHSP activities</li><li>5. Supervise and manage PMU team members, keep them motivated and ensure that they have clear performance targets, and those targets are well understood by them.</li><li>6. Manage the entire project, including all its components, and make certain that the project adheres to the agreed-upon work plans.</li><li>7. Lead the team of technical experts for achieving the goals and objectives of the project.</li><li>8. Ensure that the project activities are conducted in strict compliance with Project Operations Manual and the approved PC-1.</li><li>9. Appraise the concerned agencies about the progress of the project.</li><li>10. Facilitate the World Bank (WB) missions on their visit to the areas of activities</li></ol>
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	<p>and Government Departments.</p> <ol style="list-style-type: none"> <li>11. Interact and coordinate with all concerned for timely completion of the project components.</li> <li>12. Ensure compliance with the Government rules and guidelines of the donors for smooth implementation of the project activities.</li> <li>13. Ensure preparation and submission of required monthly, quarterly and annual reports of the program</li> <li>14. Ensure the tracking of DLIs implementation and Program Action Plans, and environment and social standards compliance as described in the World Bank 's Program Appraisal Document and relevant documents of the NHSP in coordination with all relevant wings, programs and units</li> <li>15. Any other assignment related to the program</li> </ol>
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### **Qualification**

M.B.B.S with postgraduate degree in Public Health/ Medical Administration/ Health Management/ Public Administration or equivalent from a foreign or local university, duly recognized by the Higher Education Commission (HEC) of Pakistan.

### **Experience**

- At least, ten (10) years of documentary verifiable experience, after acquiring stipulated qualifications, at mid and senior level positions including 5 years of relevant project management and/or implementation experience.
- Knowledge of Public Sector rules and regulations would be an added advantage.
- Experience of successfully managing the implementation of World Bank or other donor funded projects would be given preference
- Candidate from regular Government Service fulfilling the above mentioned criteria can also apply.

### **Selection Method**

The appointment will be made in accordance with the "World Bank Procurement Regulations for Investment Project Financing Goods, Works, Non-Consulting and Consulting Services" dated July 1, 2016 (revised in November 2017 and August 2018, November 2020 and September 2023).



## ToRs

### Financial Management Specialist National Health Support Program Punjab

<p><b>Financial Management Specialist</b></p>	<p>Project Goal: Achieve quality improvements in Punjab’s healthcare service delivery and subsequently in Punjab’s Human Development Index (HDI) and reducing the extent of child and maternal mortality in the province.</p> <p style="text-align: center;">National Health Support Program (NHSP)’s Objective: To strengthen equitable delivery and quality of essential health services at the primary health care level, in support of UHC.</p> <p>Program’s Development objectives directly contribute to the Government of Punjab’s (GoPb) social sector</p> <ul style="list-style-type: none"> <li>• Government of Pakistan and the Government of Punjab’s focus on increasing investment in people, and prioritizing lagging regions and populations.</li> <li>• Pakistan’s commitments to attainment of SDG’s Goals related to health and nutrition.</li> <li>• Strategic priorities, as laid out in Punjab Health Strategy, 2019-28</li> </ul> <p>In Punjab, there is a notable disparity in health outcomes, particularly among the underprivileged and disadvantaged groups, and this inequality is on the rise. NHSP would support the following Results Areas: (RA1) improving coverage and quality of essential health services; (RA2) enhancing governance and accountability; and (RA3) improving health financing and public financial management Special attention will be given to districts that are falling behind in various health indicators, ensuring they receive top priority when implementing initiatives through NHSP.</p> <p>Function of the Financial Management Specialist (FMS):</p> <ul style="list-style-type: none"> <li>• Close Coordination with the relevant wings/sections of DG health Office, Finance Department and P&amp;DD</li> <li>• Support the project team in preparing the annual Work Plan.</li> <li>• Prepare PMU annual Cash Plan on the basis of Work Plan.</li> <li>• In accordance with Government of Punjab budgeting rules and regulations, prepare annual budget estimates and revised budget estimates based on Work Plan/Cash Plan</li> <li>• Prepare annual and quarterly disbursement forecasts for all components of the program.</li> <li>• Prepare and process withdrawal applications in accordance with the Bank’s Disbursement Guidelines</li> <li>• Ensure compliance with internal control framework (Operations Manual, SOPs and the Bank’s fiduciary guidelines etc.) and government rules and procedures while processing payments.</li> <li>• Manage financial aspects of the contracts under implementation, including</li> </ul>
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payment terms, purchase orders and variation orders.

- Prepare supplementary record which provides timely and up-to-date financial information on community contracting and consultancies.
- Maintain petty cash and ensure maintenance of separate petty cash book and petty cash vouchers and compliance with petty cash SOPs approved by the World Bank.
- Be the payroll manager and process monthly payroll of project employees. Ensure proper payroll controls are applied and the payments are made directly in the Bank accounts.
- Prepare and process monthly payroll and submit to Project Director for approval prior to making any payment under salaries.
- Ensure safe custody of all financial records for review by Bank Missions, third party monitoring agents; and external & internal auditors.
- Prepare quarterly financial summaries and submit to Program Director and the World Bank in time for review and approval.
- Make arrangements for timely initiation and completion audit of project and ensure that report produced is in compliance with audit requirements of the Government and the Bank
- Prepare working papers on audit observations raised by external auditors and arrange to convene Departmental Accounts Committee (DAC) meeting to settle the audit observations to the extent legally and logically possible
- Prepare regular project reports like Interim Unaudited Financial Reports (IUFRs), Bank Reconciliation Statements as per the World Bank requirements.
- Prepare Annual Financial Statements as per International Public Sector Accounting Standards
- Prepare management reports as and when required.
- Process payments from the Designated Assignment Account as per Government Applicable Rules and procedures.
- Maintain books of accounts and record transactions on a computerized platform.
- Coordinate with government departments including Finance Department and P&D for project budget related issues.
- Provide support to auditors by facilitating in the provision of information required to conduct audit.
- Coordinate and liaise with the World Bank and all other stakeholders for provision of information in the manner they require.
- Provide technical input to Department / Project and donors as and when required
- Make strict financial controls for conditional cash transfer policy. Arrange collection of data as required and also generate information by using the tools as and when required.
- Review existing funds flow reports (e.g. PIFRA) and reconcile with the government accounting office, augmenting where required with specific district-level work, and identify specific budget execution improvements.
- Make suggestions for improved decision making and implementation thereon.
- Perform any other task required for the successful implementation of the NHSP,

	<p>as assigned by the competent authority.</p> <ul style="list-style-type: none"> <li>• The FMS will be responsible for the PFM related DLIs and Program Action Plans (PAP), liaise with relevant stakeholders, and report to the Bank on its progress on monthly basis.</li> <li>• The FMS will also provide its support to improve fiduciary capacity at P&amp;SHD, for example, improve budgeting, planning and internal controls practices. He/ She will also liaise with the PAO and develop plan to address audit matters noted in the department audit reports issued by the Auditor General of Pakistan.</li> <li>• The FMS will lead the capacity building initiatives for the district health offices and primary healthcare facilities to improve their fiduciary capacity.</li> </ul>
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### Qualifications

- Nationally/ internationally recognized Professional accounting qualification /certification (ACA /ACMA /ACCA /CPA); or master's degree in finance and accounting e.g. MBA (Finance/Banking), MS Finance; M. Com

OR

- By transfer from amongst officers of Federal / Provincial Government having minimum 07 years of working experience in Financial Management, Audit and Accounts through a competitive process.
- Completion of articles from a registered audit firm shall be accorded due weightage

### Experience

- At least, eight (08) years of documentary verifiable experience relevant experience, after acquiring stipulated qualifications.
- Working knowledge of the public sector accounting with thorough understanding of PFM cycle, regulatory mechanism, financial modelling and grievance redressal mechanisms of large-scale beneficiary services would be an added advantage.
- Experience of financial reporting based on international Public Sector Accounting Standards in government institutions.

### Selection Method

The appointment will be made in accordance with the "World Bank Procurement Regulations for Investment Project Financing Goods, Works, Non-Consulting and Consulting Services" dated July 1, 2016 (revised in November 2017 and August 2018, November 2020 and September 2023).