

Terms of Reference

**Technical Support for Health Financing Review, Establishment of Health Economics & Financing Unit,
and related Capacity Building in Kuwait**

Cleared at Band B level (mid-point to high end of range) by Nada Milad 1 Nov 2021

This consultancy is requested by:

Unit:	Health Economics & Financing
Department:	Universal Health Coverage/Health Systems

1. Purpose of the Consultancy

The purpose of this assignment is to support Kuwait in conducting health financing review, establishment of Health Economics & Financing Unit and related capacity building and will have three outcomes.

The first outcome of this consultancy will be a detailed and collaborative review of the health financing system in Kuwait around the different functions of health financing plus additional areas of interest. This assessment will help to identify key areas of health financing policy which need to be addressed to make progress towards UHC and will highlight priority areas for further analysis, collaborations or technical support.

The second outcome of this consultancy will be the support to the Ministry of Health in the creation of a Health Economics & Financing Unit (HEFU). This is an administrative reform that is to be based on a comprehensive understanding of the health financing area and needed development, to be translated into an organic set up at the Ministry level.

The third and last outcome of this consultancy is to support joint capacity building of Ministry of Health and high administration of the country in general, including needs' assessment, policy analysis, metrics and evaluation, collaborative actions and knowledge management facilitation, in health financing and social health protection.

2. Background

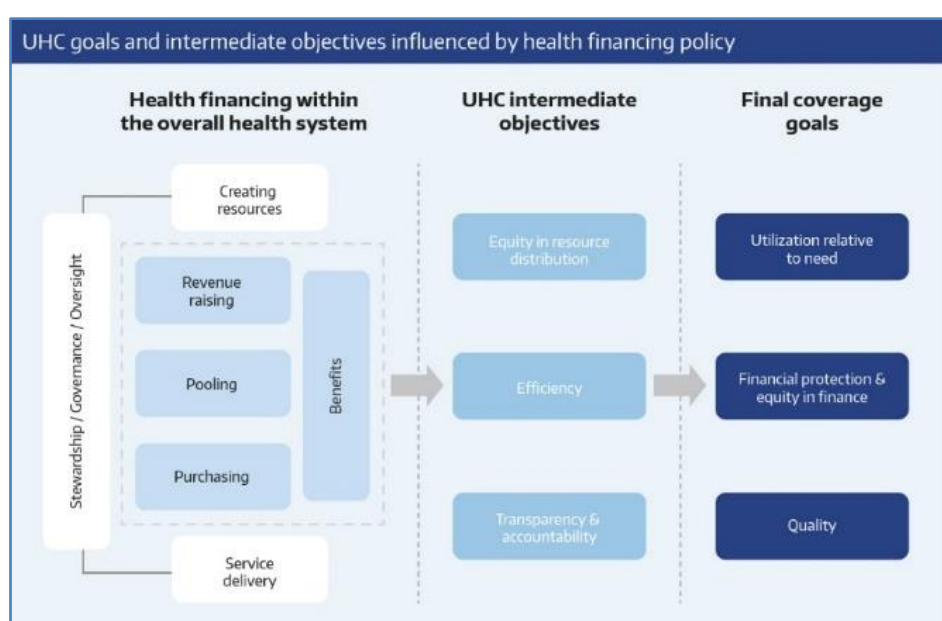
In order to improve efforts to monitor progress in health financing at the country level, WHO's health financing team has developed a Health Financing Progress Matrix (HFPM) based on the different functions of health financing policy. The objective is to systematically assess the quality of health financing policies and institutions in a country.

The HFPM assesses the situation in a country against a set of benchmarks of good practice, articulated in terms of nineteen desirable attributes. Based on theory and empirical evidence, these attributes are a crystallization of what matters in health financing for UHC.

The assessment builds on the WHO health system framework for UHC¹; while final UHC goals are subject to extensive data analysis and monitoring as part of the SDG agenda², the HFPM assesses the extent to which a country is implementing policies which are in light with best practice, in terms of making progress towards UHC. Version 2.0 was released in December 2020³.

The HFPM now forms the standard approach by WHO to assess country level health financing systems and supplements the quantitative SDG indicators 3.8.1 and 3.8.2. At the same time as assessing the current situation in a country, identifying areas of strength and weakness, the HFPM is designed to be forward-looking, helping to identify key areas of health financing policy which need to be addressed in order to make progress towards UHC, as well as priority areas for further analysis and/or technical support; progress over time is monitored by capturing and assessing shifts in the development and implementation of health financing policies.

Figure 1: Health financing, health systems and UHC



Using the HFPM to conduct a country assessment:

The HFPM should be implemented in two stages:

- STAGE 1: a summary overview of health coverage schemes in Kuwait. This is largely descriptive but highlights the key features of the different schemes, providing an initial analysis of the health financing architecture, and where there are areas of incoherence or inconsistency, if any. This stage is particularly relevant in countries with multiple different coverage schemes. Guidance on the selection of schemes and programmes to include is provided in the HFPM Country Assessment Guide⁴.

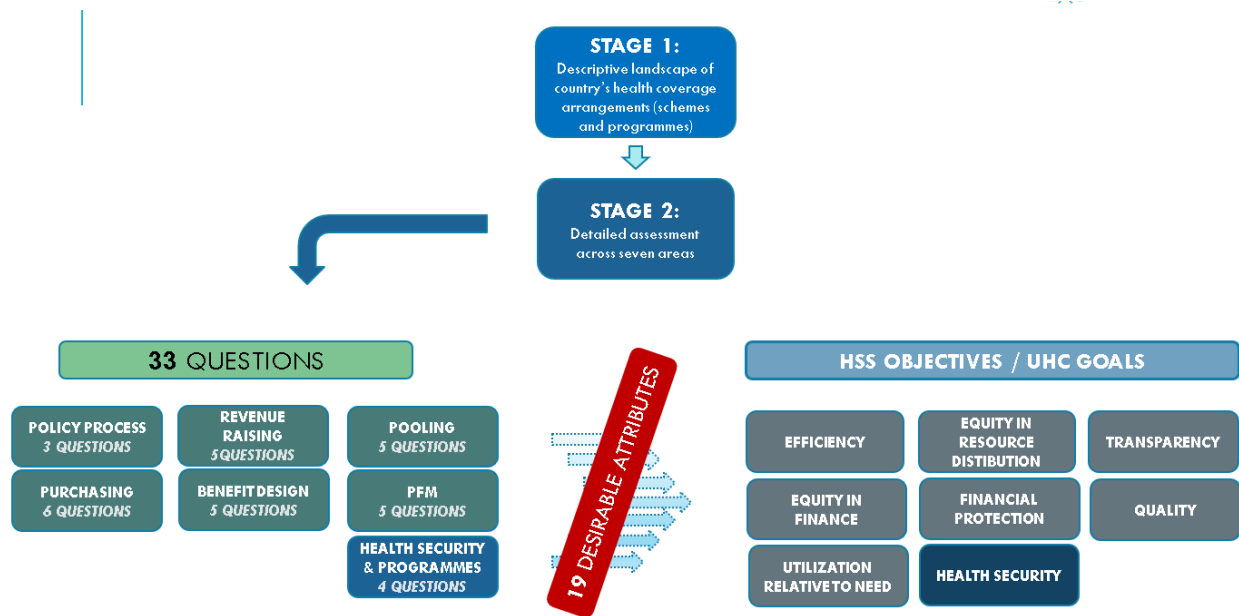
¹ https://www.who.int/health_financing/policy-framework/en/

² Ref: World Health Organization and World Bank, *Tracking universal health coverage: first global monitoring report*. 2015: World Health Organization, Geneva.

³ <https://www.who.int/teams/health-systems-governance-and-financing/health-financing/diagnostics/health-financing-progress-matrix/>

⁴ <https://www.who.int/teams/health-systems-governance-and-financing/health-financing/diagnostics/health-financing-progress-matrix/>

- STAGE 2: a detailed review of the health financing system articulated through 33 questions organized around the different functions of health financing plus additional areas of interest (see figure below). Each question represents an area of health financing policy, and detailed guidance for each question is provided in the HFPM Country Assessment Guide in terms of what to look for, and what progress looks like.



The P4H network

- P4H is the global network for health financing and social health protection. It aims at promoting equitable and sustainable health financing systems to progress towards Universal Health Coverage.
- As of October 2021, the Network is comprised of 19 member organizations: the World Health Organization (WHO), the World Bank (WB), the International Labour Organization (ILO), the African Development Bank (AfDB), the Asian Development Bank (ADB), the Global Fund (GFTAM), The Global Financing Facility (GFF), The Council of Europe Development Bank (CEB), France, Germany, Kazakhstan, Morocco, Russia, Spain, Switzerland, Thailand, the USA and the two Schools of Public Health (SPH) of Seoul National University (SNU) & Shanghai Fudan University.
- These member organizations are committed to collaborating at global, regional and country levels in the area of health financing and Social Health Protection (SHP) for UHC.
- The complexity of the P4H Network's remit stems from the multidimensional nature of the thematic areas which P4H specializes in: multiple stakeholders, policy span across sectors (and beyond health and social protection) are but a few of the challenges that the P4H team needs to factor in, in order to strive for effectiveness.
- More information about the Network's mission statement; aims and objectives; and operations is available from the P4H Network Web platform at www.p4h.world

3. Planned timelines (subject to confirmation)

Start date: November 15, 2021

End date: April 15, 2022

4. Work to be performed

Output 1: Review of the health financing system

- a) Deliverable 1.1: Complete Stage 1 as defined above; this stage should draw primarily on existing analyses and information i.e., desk review, rather than substantial primary analysis. Verification may be required with key informants. Careful referencing of materials is critical. If possible, mapping of NHA data by scheme/financing agent should be added.
- b) Deliverable 1.2: Complete Stage 2: this constitutes the bulk of the assessment. The task is to complete a national picture of health financing, by assessing different elements of health financing system: institutions, organizational set-up and financial flows, health expenditure trends etc. This work should be done in close collaboration with WHO staff in country, regional and headquarters offices, and with key staff in the Government. The specific process followed will differ by country; guidance will be provided by the WHO responsible staff. Contributions from other stakeholders such as ILO, the World Bank and/or other P4H network members will be taken into consideration.
- c) Deliverable 1.3: Final version of health financing assessment, including proposed scoring, and a draft of the summary messages
 - In preparation for the work, complete WHO's e-learning course on health financing for UHC, and review background documentation related to the HFPM to be fully familiar with the conceptual framework upon which the HFPM is built.
 - Ensure that the text entered is fully referenced; a separate bibliography of supporting documents should be provided together with paper or pdf versions. This is essential for the credibility of the assessment. These are likely to include previous health financing system analyses, National Health Accounts reports, sub-national budget and expenditure analyses, surveys and evaluations of health coverage schemes.
 - During the assessment, discuss regularly with WHO staff as part of a review process which will be explained at the beginning of the assignment.

Output 2: Support to the Ministry of Health in the creation of a Health Economics & Financing Unit

Deliverable 2.1: Draft of MOH's vision, strategic objectives of establishing the HEFU, its key functions and options for institutional arrangements

- Compile and share best practices and lessons learned from other countries that have established similar units in their ministries of health
- Articulate the MOH's vision and strategic objectives of establishing the HEFU
- Identify key functions of the HEFU (strategic planning, policy formulation, guidance to internal and external actors on best practices in health financing, metrics and evaluation, etc.)

Deliverable 2.2: Draft of options for institutional arrangements and required staff positions for the HEFU and job descriptions

- Develop options for institutional restructuring arrangements (reporting lines within HEFU, placement in the MOH organogram, physical location of office, interaction with external government and non-government actors, etc.)
- Determine required staff positions for the HEFU and draft job descriptions to support Ministry of Health in determining the required staff positions for the Health Economic & Financing unit within Ministry
- Deliverable 2.3: Draft roadmap for establishing and developing the HEFU
- Develop roadmap for establishing and developing the HEFU, including determining available financial and institutional resources, recruitment steps, technical support, activities to build capacity of the HEFU team and individual staff (linking to Outcome 3 below), raising awareness among internal and external actors about HEFU and its functions, etc.
- Provide support to HEFU and its staff through missions and remote support
- Carry out all tasks in collaboration and consultation with MOH leadership and key staff and the WHO Country Office, and with the support of the P4H network. Collect data and information through desk review and key informant interviews with MOH leadership and key staff, and other internal and external stakeholders as relevant.
- To the extent possible, co-create the deliverables in consultation with MoH through working sessions (“mini-workshops”) in person during in-country missions and virtually during remote support.

Output 3: Support joint capacity building of Ministry of Health in health financing and social health protection

Deliverable 3.1: Needs’ assessment summary for capacity building

- Conduct a needs assessment of the Ministry of Health based on:
 - expectations of the target institutions and staff (MoH, other relevant Ministries and academia)
 - needs’ assessment arising from the outcome 2 (creation of a HEFU)
 - challenges arising from the outcome 1 (HFPM)
 - preferred modalities and benchmarking of the country as per historical, cultural and socio-economic reasons when it comes to benefiting from international experiences and peer to peer exchanges

Deliverable 3.2: First activity report/summary for capacity building / Knowledge Management

Deliverable 3.3: Second activity report/summary for capacity building / Knowledge Management

- Facilitate collaborative actions & knowledge management facilitation
 - Assess past and current collaborative actions in health financing and social health protection
 - Search/Find opportunities (being offered by in-country stakeholders and programs, regional and global stakeholders) that can be facilitated by the P4H network
 - Facilitate at least of two major activities, such as joint training and peer to peer exchanges convened by P4H partners in Kuwait, and participation of Kuwait in P4H webinars.
 - Build consensus with the national authorities in the P4H network mandate, organization and capabilities

- Document the Kuwait health financing and social health protection collaborations and processes, including updates to Kuwait's country page on P4H web platform.

No.	Deliverable	Timeline (deliverable due date = X)					
		Nov-2021	Dec-2021	Jan-2022	Feb-2022	Mar-2022	Apr-2022
1	1 st in-country mission	X					
2	2 nd in-country mission			X			
3	3 rd in-country mission					X	
4	Finalization of Stage 1: summary overview of different health coverage schemes in Kuwait		X				
5	Finalization of first draft of Stage 2 for review by WHO.				X		
6	Final version of health financing assessment, including proposed scoring, and a draft of the summary messages (approximately two pages).						X
7	Draft of MOH's vision, strategic objectives of establishing the HEFU, its key functions and options for institutional arrangements		X				
8	Draft of options for institutional arrangements and required staff positions for the HEFU and job descriptions				X		
9	Draft roadmap for establishing and developing the HEFU						X
10	Needs' assessment summary for capacity building		X				
11	First activity report/summary for capacity building / Knowledge Management				X		
12	Second activity report/summary for capacity building / Knowledge Management						X

5. Technical Supervision

The selected Consultant will work on the supervision of:

Responsible Officer:	Faraz Khalid (Technical Officer, Coordination for UHC, UHS EMRO)	email	Khalidf@who.int
Manager:	Assad Hafeez (Head of Office, Kuwait)	email	ahafeez@who.int

6. Specific requirements

- Qualifications required:

Master's degree in public health and/or health financing and/or health economics.

- Experience required:

Essential

- 7 to 10 years of combined experience working in national and international contexts.
- Strong expertise regarding health systems assessments, and extensive expertise in conducting health financing analyses.

Desirable

- experience working in WHO Eastern Mediterranean region.

- d) Experience working with national Ministries of health
- e) Experience with the P4H network

- Skills / Technical skills and knowledge:

- a) Strong communication skills (writing/speaking).
- b) Proven analytical skills and ability to synthesize.
- c) Ability to work independently in multi-disciplinary and multi-cultural settings.
- d) Strong planning and organizational skills.

- Language requirements:

Expert knowledge of English (Read - Write – Speak) essential.

7. Place of assignment

This assignment will be conducted through a hybrid working arrangement; consultant will do three detailed missions to Kuwait and will be providing remote technical support in between the missions to MOH and WHO country office.

8. Medical clearance

The selected Consultant will be expected to provide a medical certificate of fitness for work.

9. Travel

The Consultant is expected to travel according to the itinerary and estimated schedule below:

Travel dates				Location:
From	15/11/2021	To	30/11/2021	Kuwait City
Purpose:		Technical Support for Health Financing Review, Establishment of Health Economics & Financing Unit, and related Capacity Building in Kuwait		

Travel dates				Location:
From	15/01/2022	To	30/01/2022	Kuwait City
Purpose:		Technical Support for Health Financing Review, Establishment of Health Economics & Financing Unit, and related Capacity Building in Kuwait		

Travel dates				Location:
From	15/03/2022	To	30/03/2022	Kuwait City
Purpose:		Technical Support for Health Financing Review, Establishment of Health Economics & Financing Unit, and related Capacity Building in Kuwait		

All **travel arrangements** will be made by WHO – WHO will not be responsible for tickets purchased by the Consultant without the express, prior authorization of WHO. While on mission under the terms of this consultancy, the Consultant will receive **subsistence allowance**.

Visas requirements: it is the consultant's responsibility to fulfil **visa requirements** and ask for visa support letter(s) if needed.

