



**GOVERNMENT OF ASSAM**  
**ASSAM HEALTH INFRASTRUCTURE DEVELOPMENT & MANAGEMENT SOCIETY (AHIDMS) 4<sup>TH</sup>**  
**FLOOR, NAYANTARA SUPERMARKET, SIXMILE, GUWAHATI-781022**

**TERMS OF REFERENCE (ToR)**  
**FOR STATE HUMAN RESOURCES FOR HEALTH SPECIALIST**  
**(SHRHS)**

**A. BACKGROUND AND OBJECTIVES OF THE PROJECT:**

- (a) The Assam Health Infrastructure Development & Management Society (AHIDMS) has been created under the Medical Education & Research Department, Government of Assam (GoA), headed by Hon'ble Health Minister as Chairman and Senior Most Secretary, Medical Education & Research Department, GoA as the Member Secretary of the Governing Body. The Project Management Unit (PMU) is headed by a Project Director (PD). The key mandate of the Society is to function as an apex autonomous body of the GoA for monitoring, co-ordination and/or implementation of JICA, World Bank and any other Externally Aided Project (EAP).
- (b) AHIDM Society is now taking initiative to implement "Assam State Secondary Healthcare Initiative for Service delivery Transformation (ASSIST)" Project with financial and technical support from the World Bank. The project aims to strengthen management capacity, access and quality of health care in secondary healthcare hospitals in Assam. The project will target investments towards health care facilities and locations across the state over the six-year project duration where the demand for health services is high and required capacities are in place to maximize the impact of the project. The project aims to address critical gaps in Assam's secondary healthcare system to enhance its performance to optimum levels by implementing interventions under following components:

**Component 1:** Strengthened management capacity of health systems at state, district and facility level.

**Component 2:** Improved access to and quality of essential services in existing secondary facilities.

**Component 3:** Enhanced access to and structural quality of secondary care.

*Under component 1, results-based financing will be adopted to strengthen governance and management capacity of directorates and other state level entities for improved efficiency. At the district level, the IPAs will focus on strengthening the planning function of District Health Societies in areas of HRH allocation, infrastructure development, supporting improved quality of processes-outcomes and enhancing autonomy and accountability. The IPA payments will be linked to achievement of results at the state and district level.*

With this background, the project intends to hire a **State Human Resources for Health Specialist (SHRHS)** as a contractual consultant member of the Project Management Unit (PMU), to support the HRH reforms, personal curative and preventive care, non-personal public health interventions, health promotion services, etc. The detailed scope of work is defined below

**B. OBJECTIVE(S) OF THE ASSIGNMENT:**

The objective of the assignment is to provide technical support to the project to strengthen the HRH reforms and improve the quality of health workforce in line with IPHS 2022 standards.

**C. SCOPE OF WORK:**

The **State Human Resources for Health Specialist (SHRHS)** will be a part of Project

Management Unit (PMU), will provide managerial support for coordination between state level stakeholders on developing HRH strategy and management framework, HR enumeration, Functional review of the directorates and review systems at the state, district and facility level.

**D. JOB RESPONSIBILITIES:**

The job responsibilities of the SHRHS shall include the following:

- (a) Lead the development of HRH strategy and management framework in the State.
- (b) Provide Technical Assistance for effective planning, development, implementation, and monitoring of activities related to HRH.
- (c) Co-ordinating and building synergies among all HR functions across the health directorates. Create networks for continues engagement and effective advocacy with key stakeholders including state health directorates, National health mission (NHM), planning and establishment teams.
- (d) Procurement and on-boarding, effective management and monitoring of all consultancy services and other procurements related to HRH. Also, ensuring achievement of all their deliverable as per agreed timelines.
- (e) Monitoring the desk review of the existing HRH data and detailed review of the preliminary written report.
- (f) Successful completion of HRH enumeration (Field work, data collection & Analysis) and completion of detailed review of the written report.
- (g) Facilitating the functional review of the directorates and ensure its smooth completion with all the defined outputs.
- (h) Managing smooth functioning of HRMIS and ensure systematic collection, documentation, and presentation of HRH data/reports/trackers/database/dashboards for timely use for project leadership, decision makers and support to districts.
- (i) Building capacities at district and state level for making state and district human resources for health plans and for review & improving the plans, using both epidemiological and HRMIS inputs and support on budgeting and financial planning as required.
- (j) Systematic collection, documentation, analysis, and presentation of information regarding human resources for health, health systems and health needs including inputs for key decision makers.
- (k) Coordinate activities related to HRH under component 1 (IPA) and provide necessary support to multiple levels in achievement of defined targets.
- (l) Closely work with the PMC and other project consultants to accomplish HRH activities.
- (m) Undertake other work assigned from time to time by the Project Director, Assam Secondary Health Care Systems Reforms Project.

**E. DELIVERABLES:**

- (n) Detail implementation plan report agreeable to Project Director.
- (o) Stakeholder consultation report with clear recommendations for HRH strategy and framework aligned with project objectives.
- (p) Provide implementation support to the project in order to achieve project objectives.

- (q) Periodic review of results as per the project document for respective areas.
- (r) Conduct field visits and meetings with Government departments and other key stakeholders and prepare reports/ minutes with clear follow up actions and results achieved.
- (s) Contract management of the consulting firm appointed for implementation of HRH activities as per the contract. Period review of the performance of agency and report the same to Project Director.
- (t) Monitor disbursement under the project and resolve any implementation bottlenecks.
- (u) Any other task as assigned by the Project Director with specific deliverable determinant to achieving the project objectives.

**F. KEY QUALIFICATION AND SKILLS:**

- (v) Applicants must possess a Post-Graduation in Human Resource Management, Public Health, Business Management with specialization in HR/Public Health/ Social Work with specialization in Public Health, from any Govt. recognized university/institution.

(w) **Experience:**

- At least 10 years' of relevant experience post qualification in Human Resources of which at least 3 years in Human Resources for Health (HRH).
- 3 years' experience in developing and implementing monitoring systems for improvement in health workforce planning would be an advantage (desirable)
- Experience of working at the state level public health systems and policy development process will be preferred.

(x) **Skills and Competencies:**

- Excellent communication and presentation skills, analytical and interpersonal abilities along with advocacy and negotiations skills.
- An excellent oral and written communication skill in English language is essential. Proficiency in local language will be an advantage.
- Demonstrated ability to work in a multi-disciplinary team environment.
- Demonstrated experience in operationalisation of health program at field level /working in strengthening of district level health systems would be an advantage.
- Willingness to travel to states & districts to provide technical assistance & ability to work on different assignments simultaneously to meet the timelines for assignments.
- For some tasks specific technical skills or part experience in some specific areas is desirable–these include Evaluation Techniques & Study Designs, Policy Development Work, data review, report writing etc.
- Non-discriminating, transparent, participative.
- Advocacy, Negotiations, and communication skills.
- Engagement with state and district level management.
- Experience in World Bank Project will be an added advantage.
- Computer proficiency and familiarity with MS Word, Excel, PowerPoint.

- (y) **Age limit:** Up to 60 years as on date of advertisement.

**G. SALARY AND SERVICE TERMS IN BRIEF:**

- (c) Consolidated Pay in the range of **Rs. 90,000/- (Rupees Ninety Thousand) to Rs. 1,20,000/- (Rupees One Lakh Twenty Thousand)** per month. The selected candidate will be offered **30%** enhancement on the last drawn salary. However, in case the selected candidate's current remuneration with 30% enhancement comes below **Rs. 90,000/-** per month, the lower remuneration will be offered. Moreover, in case the selected candidate's current remuneration with 30% enhancement exceeds **Rs. 1,20,000/-** per month, the highest pay range i.e **Rs. 1,20,000/-** per month will be offered.
- (d) **Reporting and performance review:** Engagement of the **SHRHS** will be on a full-time basis. The **State Human Resources for Health Specialist (SHRHS)** will report to the Project Director (PD) or the other senior staff designated by the Project Director. The performance of the SMES will be reviewed periodically by the PD.
- (e) **Contract Term:** The assignment shall be on purely contractual basis. The tenure of contract is intended for entire duration of the project and shall be co-terminus with the project period. However, the tenure is initially for eleven (11) months and will be extended upon his/her satisfactory performance.
- (f) **Travel:** The SHRHS may be required to travel frequently within the State. TA / DA for such approved travel shall be paid/ reimbursed as admissible as per the HR Policy of the AHIDMS.
- (g) **Leave:** The provisions of leave shall be as per the approved leave Policy of AHIDMS.
- (h) **Facilities to be provided:** The SHRHS will be provided with access to all the available documents, correspondence and any other information associated with the project. No clerical assistance or other facilities will be provided.

*Note: This is a draft indicative ToR; the PD, AHIDMS reserves the right to change, update or modify this ToR at any stage during the recruitment process.*