

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



## TERMS OF REFERENCE

### ESTABLISHMENT OF SCHOOL OF MEDICINE, THE MALDIVES NATIONAL UNIVERSITY RECRUITMENT OF PROJECT DIRECTOR (FULL TIME)

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#### A. PURPOSE

The Maldives National University is seeking the services of a Project Director for the Establishment of the School of Medicine at the Maldives National University.

#### B. BACKGROUND

The health care industry is undergoing transformative change due to many factors, in recent years. The challenges of the industry have prompted the Ministry of Health (MoH), Maldives to put a greater focus and emphasis on the health workforce. By achieving better human resources for health management and development, MoH expects to ensure that all Maldivians have equitable access to comprehensive health services provided by a competent and professional health workforce.

At present, the physician workforce in Maldives largely consists of expatriate doctors compared to local personnel. The shortage of skilled personnel in the health sector has been one of the major challenges faced by this sector. Taking into account the above challenges in maintaining a skilled and competent workforce in health sector, it is imperative that more locals are trained in priority areas to ensure that quality and comprehensive health care is provided and trained professionals are retained within the system. Further, this would help to attract more locals in to the health system which is currently dominated by expatriates. This in turn would enhance the quality of health service delivery.

The new School of Medicine will revolutionize health care by infusing medical research and education to respond to transformative changes in the health care industry. The future of health care requires that patients, providers, and academic institutions work together in innovative ways to provide high-quality care with better outcomes at lower costs for more people, particularly the underserved.

#### C. RATIONALE

The Faculty of Health Sciences (FHS) under the Maldives National University (MNU) is the only facility which provides in-country training for health related areas. These trainings are limited to training of nurses and other health related areas such as Primary Health Care, Pharmacy, Medical Laboratory Technology, Traditional and Complementary Medicine etc.

It is a burden on the national budget to hire expatriate doctors considering the costs associated with foreign recruitments. With no medical school in the country, the government has to depend totally on overseas training institutes to train Maldivian students in health-related areas. Overseas training per student for basic

medical qualifications (MBBS and equivalent) incurs a cost of USD 105, 742 per person, while specialist trainings range from USD 48,000 – 68,000. Furthermore, it is difficult to secure seats for medical students from recognized training facilities, leading to not meeting the expected demand to build health workforce. In order to address this issue, the Ministry of Health in collaboration with MNU is in the process of establishing a medical school in Maldives. This would save costs currently spent in sending Maldivian students overseas to be trained in health-related areas. Further, it would attract international students which would contribute to a more financially viable and stable model. IGMH would be the teaching hospital where the students get practical experience and carry out internships. For community medicine and peripheral posting during training and internship, regional and atoll hospitals would be utilized.

#### **D. OBJECTIVES OF ASSIGNMENT**

The objective of this assignment is to:

- Provide oversight and management of the project with the responsibility for ensuring compliance with the guidelines provided by the Maldives Medical School Steering Committee
- Provide general technical assistance to the Maldives National University and the Maldives Medical School Steering Committee if and when required
- Provide guidance and support to the Maldives National University and beneficiary stakeholders in understanding the technical and practical implications of establishing a School of Medicine.

#### **E. OVERALL RESPONSIBILITY**

The overall responsibilities of the Project Director include, but are not limited to the following:

- Operational management of the project to establish the School of Medicine;
- Ensure all implementation arrangements of project activities are carried out smoothly;
- Identification and resolution of implementation problems, with the guidance of the Maldives National University and the beneficiary stakeholders
- Reporting to the Maldives National University and the Maldives Medical School Steering Committee.

#### **F. SCOPE OF WORK**

The work of the Project Director includes:

1. Operational management of the project
2. Developing a Business Plan which will be a blue print of how the school is going to operate over its first five years. Business Plan should include the following;
  - Governance structure of the School of Medicine.
  - Long term Financial Plan to Support the School of Medicine.
  - Faculty & Staff Plan.
3. Acquire Curriculum & Develop Admissions Plan.
4. International accreditation of Curriculum.
5. Develop a plan for Clinical Training - Information about existing Graduate Medical Education (GME) and plans for expanded GME to be included.
6. Marketing and promoting the new school.

## G. QUALIFICATIONS AND EXPERIENCE

To be eligible for the position the individual is expected to demonstrate the following:

1. Minimum Graduate Qualification in Medical Field or Business Administration/Management, Project Management or suitable equivalency in a relevant field.
2. At least five (5) years general experience including three (3) years of experience in development projects; with substantial management/supervisory responsibilities.
3. Work experience in Health Services will be an added advantage.
4. Sound understanding of principles underlying good procurement practices and international agencies' procurement guidelines; understanding of Government's Procurement Laws and Regulations; analytical capability in identifying and resolving procurement issues would be an advantage.
5. Reputation of integrity and impartiality evidenced from third party references shall be considered.
6. Strong leadership, management and communication skills in presenting, discussing and resolving difficult issues and ability to work efficiently and effectively with a multidisciplinary team.

The short-listed candidate will be requested to participate in interviews and submit the names and contact details of referees who can attest to their ability.

## H. REPORTING OBLIGATIONS

The Project Director:

1. Will report directly to the Vice Chancellor of the Maldives National University throughout the duration of the contract unless otherwise advised by the Client.
2. Is expected to report to work on week days between 0800 – 1600 hours other than public holidays and provide services to the Client for an average of 40 hours a week. Remuneration for less than 8 hours work per day will be on a pro-rate basis.
3. Should follow the general rules and regulations of the Maldives National University

## I. DELIVERABLES

1. Schedule and Plan of the Project Director to be endorsed by the Vice Chancellor of the Maldives National University – within 7 days of signing the service contract agreement.

Task	Deliverable	Duration
<ul style="list-style-type: none"> <li>• Develop a governance structure of the School of Medicine</li> </ul>	Governance Structure	2 weeks from the start of the contract
<ul style="list-style-type: none"> <li>• Develop a long term Financial Plan to Support the Maldives Medical College (Start-up costs, operating budget) - This is the detailed look at income and expenses.</li> </ul>	Financial Plan	3 weeks from the start of the contract
<ul style="list-style-type: none"> <li>• Acquire Curriculum &amp; Develop Admissions Plan</li> </ul>	Curriculum & Admissions Plan	4 weeks from the start of the contract

<ul style="list-style-type: none"> <li>Develop Faculty &amp; Staff Plan - Identify Head of School and Business Manager. Write job descriptions for these and all the staff and faculty positions.</li> </ul>	1.1. Faculty & Staff Plan 1.2. Job Descriptions for Faculty & Staff	5.5 weeks from the start of the contract
<ul style="list-style-type: none"> <li>Clinical Training - Information about existing Graduate Medical Education (GME) and plans for expanded GME to be included</li> </ul>	Future plan of expansion	8 weeks from the start of the contract
<ul style="list-style-type: none"> <li>Accreditation</li> </ul>	Plans of getting accreditation	8 weeks from the start of the contract

## **J. SCHEDULE FOR THE ASSIGNMENT**

The duration of the assignment is 3 months from the commencement of the work with potential extension based on performance and need.

## **K. SERVICES AND FACILITIES TO BE PROVIDED BY THE CLIENT**

- Office space and other facilities such as computers will be provided as required.
- Leave Entitlement in line with rules and regulations of the Maldives National University

## **L. REMUNERATION**

Successful individual will be paid an all-inclusive monthly fee in the range of MVR 40,000 to MVR 45,000 depending on their qualifications and experience.

Note: The following documents shall be submitted with the application for this position to the Maldives National University.

- Letter of Expression of Interest (EOI)
  - A brief summary that demonstrates that the applicant is qualified to perform the services (including description of similar assignments, experience in similar conditions, availability of appropriate skills etc.,)
  - Copy of National Identification Card / Passport
  - Attested copies of Educational Certificates (copies of accredited original certificates)
  - CV of the applicant
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