**Terms of Reference (ToR) for Human Resource Plan and Advocacy for BS in Midwifery in Punjab**

# Background

The Government of Punjab’s IRMNCHN Program with support of UNFPA, completed the Localization and Adaptation of Career Structure of Midwives in Punjab in late 2024 . Building on this work, the Government now seeks to hire a consulting firm, through Rahnuma-FPAP to develop a comprehensive human resource plan for the next 10 years, with an emphasis on both the public and private sectors. This consultancy plan will include a vision for replacing Lady Health Visitors (LHVs) with well-qualified Bachelor of Science (BS) Midwives, and high-level advocacy for launching BS midwifery courses in universities.

# Objectives

The main objectives of this assignment are:

* To develop a 10 years human resource plan for midwifery in Punjab, encompassing both public and private sectors.
* To outline a strategic vision for the replacement of LHVs with BS Midwives.
* To advocate for the introduction of BS midwifery courses in public and private sector universities.
* To promote the phased replacement of LHVs by BS Midwives over the next 3-4 decades.
* To provide a vision for career pathway for existing LHVs as CHIs; and BS midwifes as obstetric staff at health facilities

# Scope of Work

The consulting firm will be responsible for the following tasks:

## 1. Development of Human Resource Plan

* Conduct a comprehensive assessment of the current midwifery workforce in Punjab, including both public and private sectors.
* Identify gaps and areas for improvement in the existing midwifery workforce career pathway structure developed.
* Prepare a detailed ten-year human resource plan for midwifery, with timelines, milestones, and measurable outcomes.
* Recommend strategies for the recruitment, training, and retention of BS Midwives.

## 2. Strategic Vision for Potential Replacement of LHVs Cadre / Upgradation of LHVs

* Develop an overarching vision for the gradual replacement of LHVs with BS Midwives, taking into consideration socio-economic and cultural factors.
* Propose a phased approach for the potential replacement process, outlining key stages and timelines over the next 3-4 decades.
* Highlight the benefits and challenges associated with this transition and suggest mitigation strategies.

## 3. Advocacy for BS Midwifery Courses

* Engage with key stakeholders, including government departments & bodies, educational institutions, and professional associations, to advocate for the introduction of BS midwifery courses.
* Develop advocacy materials, including policy briefs, presentations, and communication strategies, to support the launch of BS midwifery courses.
* Organize high-level advocacy meetings, workshops, and seminars to raise awareness and garner support for BS midwifery education.

## 4. Advocacy for Replacement of LHVs by BS Midwives

* Conduct high-level advocacy efforts to promote the gradual replacement of LHVs by BS Midwives, at fixed sites (outsourced as well as government run).
* Collaborate with relevant stakeholders to ensure a smooth transition and address potential resistance or challenges.
* Monitor and evaluate the progress of the potential replacement process and make necessary adjustments to the advocacy strategy.

# Deliverables

The consulting firm is expected to produce the following deliverables:

* A strategic vision document for the upgradation of LHVs with BS Midwives.
* A human resource plan for midwifery in Punjab, highlighting the number of BSM required in the future.
* Advocacy meetings for the launch of BS midwifery courses in universities, and meeting reports
* Reports on high-level advocacy efforts for the replacement of LHVs by BS Midwives.

# Duration

The assignment is expected to be completed by December 2025, starting from the date of contract signing.

# Qualifications and Experience

The consulting firm should possess the following qualifications and experience:

* Proven experience in human resource planning and development, preferably in the health sector.
* Expertise in midwifery education and training programs.
* Demonstrated ability to conduct high-level advocacy and stakeholder engagement.
* Strong analytical, communication, and report-writing skills.
* Experience working with government agencies, educational institutions, and international organizations.

# Submission Requirements

Interested consulting firms are invited to submit a proposal that includes the following:

* A detailed work plan outlining the proposed approach, methodology, and timelines for each task.
* Profiles of key team members, highlighting their relevant qualifications and experience.
* A budget breakdown for the assignment, including professional fees, travel expenses, and any other costs.
* Examples of previous work related to human resource planning and advocacy in the health sector.

# Evaluation Criteria

Proposals will be evaluated based on the following criteria:

* Understanding of the assignment and proposed approach.
* Relevant qualifications and experience of the consulting firm and key team members.
* Quality and feasibility of the work plan and methodology.
* Cost-effectiveness and value for money.