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TERMS OF REFERENCE
Supporting Implementation of HPNSDP

**Technical Assistance for
HR Plan Projection and Career Development**

1. Introduction

The Ministry of Health and Family Welfare (MOHFW), Government of Peoples Republic of Bangladesh is implementing the Health, Population and Nutrition Sector Development Program (HPNSDP) for a period of five years from July 2011 to June 2016, with the goal of ensuring quality and equitable health care for all citizens in Bangladesh by *improving access to and utilization of health, population and nutrition services.*

HPNSDP encompasses improving health services and strengthening health systems. Necessary technical assistance (TA) to MOHFW for facilitating implementation of HPNSDP has been planned with support from participating donors. Besides Technical assistance/ cooperation, agreed by MOHFW and relevant Development Partners (DP) at the beginning of the programme further TA requirements have been incorporated in the 32 operational plans (OP) of HPNSDP. MOHFW has incorporated this plan in the Programme Implementation Plan (PIP) of HPNSDP approved by the Executive Committee of the National Economic Council (ECNEC).

A 'Technical Advisory Committee' (TAC) composed of MOHFW and DP representatives led by the Joint Chief of Planning Wing, MOHFW, has been formed that meets regularly to review TA procurement status, consider TA requests and proposals and recommend for final approval by the Secretary, MOHFW.

To facilitate implementation of HPNSDP, DFID along with Australia Canada and Sweden has established a 'Joint Donor Technical Assistance Fund' (JD TAF) that follows the above mentioned process for providing TA. Crown Agent, DFID's Service Provider, is the ultimate procurement entity on behalf of DFID.

2. Objective

The overall objective of this TA is to provide guidelines in developing and implementation the HRH plan. Section 13 of this document details the background and context of this assignment.

3. Recipients

The recipient and central client will be the MOHFW, Government of the People's Republic of Bangladesh. The Consultant will work within the MOHFW under the day to day guidance from the Line Director (LD), HRM OP or an officer designated by the LD.

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4. Scope of the Work

- i. Review the draft HRH plan produced by HRM unit through the effort of the international consultant and prepare an action plan/road map to finalize the draft into a standard HRH plan for the HRM unit. The consultant will also support the HRM unit in finalizing this HRH plan
- ii. Project workforce requirements taking into consideration of various factors, including emerging trends in health business/technological enhancements, population growth, pattern of diseases, per population ratio, re-determined service packages/functions of health facilities and organizations. The projection will include but not limited to – defining positions, roles and projected growth in demand.
- iii. The HRH plan should also focus on developing a supply of the human resources to meet the demand.
- iv. A national level contextualization of the career planning of Health work force to be indicated in the HRH plan
- v. Development of an action plan with timeline to implement the strategy recommendations in the HRH plan.
- vi. Develop a monitoring mechanism for effective implementation of the HRH plan
- vii. Any other supplementary works relevant to HRH plan update and implementation

5. Methodology

Under the guidance of LD-HRM, the consultant may adopt the following methodology in implementing the intended assignment:

- Through review of the draft HRH strategy and draft HRH plan and other relevant secondary literature
- Liaison with relevant officials within the ministry and also HR experts, senior health experts and policy experts
- Field visit to various health facilities and discussion with various levels of health system personnel
- Arrange stakeholder discussion sessions and validation workshops

6. Deliverables

The Consultant will be expected to produce the following deliverables:

- An inception report containing a detailed methodology and work plan, one month after signing the contract, to be submitted to the LD, HRM with a copy to Crown Agent
- An interim report to be submitted to the LD, HRM with a copy to Crown Agent, 4 months after signing the contract, detailing the progress of the assignment.
- A draft report including the issues detailed in the scope of work, 8 Months after signing the contract, to be submitted to the LD, HRM with a copy to Crown Agent
- Final report, 9 Months after signing the contract, to be submitted to the LD, HRM with a copy to Crown Agent

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7. Requirements

It is expected that an individual will take up the assignment as consultancy basis.

The consultant should have the following qualifications:

- Medical graduate with post-graduation in Public Health, HRM or relevant social science areas
- At least 10 years of experiences in the field of health management
- Thorough knowledge of health system of Bangladesh
- Working experience of workforce projection and career planning
- Professional level competencies in written and spoken English
- A Bangladesh consultant is required for this position. Relevance international experience will be an added advantage

8. Constraints Dependencies

This consultant isurgently required, although due recognition of procurement processes will be observed.

9. Timeframe

The initial contract period will be for 9 (Nine) months from the date of contract signing, which can be extended if required. The contracting entity or the contracted consultant may terminate the contract with 1 month written notification.

10. Coordination/Logistics

The consultant will be based in Dhaka with frequent field visit in different facilities outside Dhaka during the entire execution period of the assignment. The consultant will be expected to arrange his/her own personal logistics, including home to office transport. The consultant will coordinate with officials at MOHFW on a day-to-day basis with regards to the logistics of their activities. S/he will be self-managing administratively, logistically, and technically. The consultant will be expected to provide his/her own computers and software, and daily office supplies.

11. Management and Reporting

- It is expected that an individual will undertake this work on a consultancy basis. It is envisaged that during analysis research associates would be required.
- The consultant will report on a day-to-day basis to LD, HRM or a designated officer within HRM OP
- The Planning Wing, MOHFW, and DFID and JD TAF donors will jointly review progress during execution of the assignment.
- Crown Agents, the DFID service provider, will contract the Consultant.
- Consultant should contact Crown Agents representative in Dhaka for logistical or administrative support and any queries they may have.

12. Transfer of Knowledge/Training

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Knowledge transfer is a central theme of this assignment. Consultant is expected to provide a plan to ensure sustainable impact from this project.

13. Background

Human Resources Management (HRM) is one of the 32 OPs of HPNSDP. During the last few years, MOHFW attempted development and institutionalization for an integrated and need based human resources management mechanism. However, for different reasons that could not be done. Through this OP, that mechanism will be attempted to be developed and established. The mandate of this OP is to ensure availability and utilization of properly motivated personnel with right skills to deliver planned health services to the people of Bangladesh. This is planned to be achieved through addressing issues like shortages, mal distribution of personnel, skill-mix imbalance, negative work environment and weak knowledge base. Planned steps include improvement of the quality of existing workforce in both the formal and the informal sectors, establishment of career plans for specific lines of specialization, based on competence and experience, and clear principles for promotions, posting and transfers.

Training and development is an important aspect of Human Resources Management (HRM) functions. Every year Government of Bangladesh (GOB) invests a good amount of both financial and non-financial resources to improve the skills and capacity of its human resources with a purpose to produce better performance at individual, institutional and national level. In the Strategic Plan for Health, Population and Nutrition (HPNSDP 2011-2016) of the Ministry of Health and Family Welfare (MOHFW) there are 32 Operational Plans (OP) out of which few OP such as: In-Service Training (IST), Training, Research and Development (TRD), Nursing Education Services (NES) and Human Resources Management (HRM) directly are involved in imparting training opportunities for the staff of MOHFW. A good number of staff has already received skill development training both short term and long term under the program of HPNSDP 2011-2016. Coordination among various HR related OPs is important to impart training in more effective and efficient manner so that at least satisfactory return of investment can be ensured by putting them into practice. To ensure coordination and to link training results with staff performance at the workplace, there is a need to develop a comprehensive training/development plan with specific implementation guidelines for MOHFW to meet the need of required human resource skills for successful implementation of the HRH strategy by 2021

14. Reading materials/reference material

- Health, Population, and Nutrition Sector Development Programme (HPNSDP) materials and Results Framework (RFW), Annual Program Review 2013.
- Midterm review report, 2014
- MOHFW has incorporated this plan in the Programme Implementation Plan (PIP). So review of the PIP is highly recommended
- Training and development guideline prepared by HRM OP
- Draft HRH strategy and draft HRH Plan
- Operational Plan for HRM OP
http://hpnconsortium.org/admin/operation_plan/MOHFW - HRM.pdf

15. Budget

To be proposed by TA applicant, consistent with competitive rates, as applicable.