**Call for Expression of Interest for**

**Consultancy to develop business plan for the sustainability of Diploma and Post Basic B.sc In Midwifery Courses Under The Developing Midwives Project Phase 2, Brac University**

1. **Introduction and Background:**

BRAC University (BRACU) has been implementing the Developing Midwives Project (DMP) with the support of the UK government since 2012 and continuing the 2nd phase of this project from October 2016. The project envisions reducing maternal and neonatal mortality and morbidity and increase in use of family planning methods in Bangladesh through developing competent and licensed midwives. It is to be noted that midwives, as a professional cadre, have been non-existent in Bangladesh until recently. The project is the first ever initiative for developing midwives in the private sector, in Bangladesh.

**I.1. Project Purpose:**

The purpose of DMP is to develop a cadre of competent and compassionate midwives many of whom will be available for serving in hard-to-reach underserved rural and urban areas of the country. The Developing Midwives Project Phase 2 will focus on delivering the following two outcomes:

* Outcome 1: Sustained delivery of international standard midwifery programme by BRACU and Partners
* Outcome 2: Increased utilisation of midwifery care from BRACU's graduate and licensed midwives

**I.2. Project Outputs: The Project has set 3 distinct outputs:**

* Output 1: BracU and Partners' deliver midwifery education programme to international standards
* Output 2: Contribution made to establishment of midwifery as a profession
* Output 3: Licensed midwives are established within and supported by target communities

**I.3. DMP Partners and Locations**

Considering the challenges in availability of maternal health services, the project is implementing in partnership with six other NGOs in a total of seven Academic Sites across the country. Apart from the urban Academic Site in Dhaka, which is managed by BRACU directly, other six Academic Sites are in distant rural areas in partnership with six NGOs at five districts in the country. These six Academic Sites are- Friends in Village Development Bangladesh (FIVDB) and Shimantik in Sylhet, Garo-Baptist Convention-Christian Health Project (GBC-CHP) in Mymensingh, Partners in Health and Development (PHD) in Khulna, World Mission Prayer League (LAMB Hospital) in Dinajpur and Hope Foundation in Cox’s Bazar. BRACU is responsible for overall implementation of Diploma in Midwifery education at these seven Academic Sites.

**I.4. DMP Implementation:**

BRACU has completed implementation of the Developing Midwives Project over the last four and a half years (April 2012 to September 2016) and has started the Developing Midwives Project phase 2 from October 2016.The project followed the ‘Hub and Spokes’ model for carrying out the diploma-in-midwifery education programme where BRACU is the hub and the seven Academic Sites, the spokes. The hub (BRACU) coordinates the spokes, and provides all kinds of support currently. BRACU with the academic sites is responsible for developing agreed number of midwives and contribute to developing national midwifery capacity and their professionalistaion; and ensuring midwives selected from remote rural areas serve in distant communities.

**I.5. Diploma in Midwifery Education**

The Diploma in Midwifery education is designed with a two-pronged approach i.e. developing faculty for midwifery education and producing qualified midwives simultaneously. BRAC University as the implementer and BRACU’s another important mandate is to strengthen the capacity to impart the 3-year Diploma in Midwifery education programme, maintaining the ICM standards in all academic sites, ensuring licensing of the sites and graduates, advocating for deployment of midwives and monitoring and documenting project activities and learning, generating relevant knowledge and understanding, reporting and disseminating.

**Objectives of the Consultancy:**

Outcome 1 of Developing Midwives Project is to sustained delivery. As part of achieving the outcome it is important to develop business plans both for BRAC University and its partners. The Business plan will serve as the framework for Developing Midwives Project and provide benchmarks to achieve the outcome. Business plan is a perquisite for DMP to sustain the Diploma in Midwifery Education course beyond the Developing Midwives Project period as it is a pathway to explore the competitors, financial projections and identify the major activities to be performed to continue the Midwifery education course after exit of donor aid.

The overall objective of this assignment is to develop individual partner wise business plan for the Diploma in Midwifery of BRAC University. The business plan is to provide a roadmap for BRACU over mentioned timeframes in achieving the goals and objectives set out during the initiation of Developing Midwifery Project (DMP). Specific objectives of the assignment include:

1. Assist and guide 6 partners of DMP to generate idea of business plan, Key components of business plan, and integrate all the sustainability measures stated in the proposal into the business plan and periodical review of data for checking authenticity and usefulness.
2. Integrate all the collected data of individual partners and finally prepare business plans for each partner and BRAC University. Also develop the capacity of the Academic Sites to run the MEP on their own.
3. The business plan should have specific strategies for the project in attracting these students and ensuring the full utilization of the academic site (s). Targeting should have a proper balance in the number of students from different socio economic background.
4. Review the proposed fee structure of project proposal for the students that can ensure gradual recovery of project costs over the period of time starting from early 2018. The fee structure should be in line with the expenditure plan as well as with the financial ability of students from different background and also with the market trend (i.e. that of other private institutes offering same/similar education).
5. Develop an expenditure plan to cover all the necessary costs in successfully implementing the project while maintaining the quality standard set by DDMP, JPGSPH, BRAC University of implementation. There should be an indication of time required for the project to manage the indicated expenditure after exit of the DFID fund considering the potential sources of income (e.g. contribution of students from Diploma contribution from the sources like BRAC CSR, etc.).
6. Identify other prospective sources to generate funds, while maintaining the quality standard and ensuring the project goal, specifically after the period in which the DFID fund is withdrawn.
7. Furnish any other recommendations necessary for the project to sustain itself at least in a break-even manner in the scenario beyond 2021.
8. Develop a business plan for DMP2 BRAC University and the partners outlining objective, financing needs and factors, Market analysis competitors, where DMP fit, revenue projections, commercial marketing plan, operation and management plan and communications plan by integrating with the advocacy and communications strategy of Developing Midwives Project.
9. Compare and revised the cost recovery calculation of DMP2.

**Scope of work:**

The Consultant will develop business plans considering the essential features of the consultancy and ensure the quality and timeliness of the assignment. S/he will consult with the Head, Midwifery Education Programme, JPGSPH, BRAC University and other Officials of Developing Midwives Project for getting ideas and requirements of the team. Moreover the Consultant will do the following:

* The Consultant will conduct a two day workshop with key persons of all BRACU partners to get clear idea about the strategic direction regarding respective programs and training on different templates and necessary guidance to develop the business plan.
* The consultant will visit sample basis 2 Academic Sites LAMB Academic Site and carry out in-depth discuss with the key stakeholders.
* Guide the partners to draft business plan and also modify/refine the draft business plan.
* Finally consultant will facilitate and finalise the business plan of all partners of BRACU that relates to the forecasting of a self-sustained Diploma and BSC in Midwifery course under the BRAC University.

**Methodology:**

The business plan development assignment will include a number of methods, tools and techniques deemed appropriate by the consultant(s) and presented and agreed by BRACU and DFID at the beginning of the study. The major tools to be used in the study may include:

Desk review of secondary information, interview, direct observation, Focus group discussion, Key informant interview, field visits etc.; meeting and consultation with primary stakeholders i.e. DFID Bangladesh, BRAC University and Partners etc. List of key documents have been mentioned in annex-1.

**Deliverables:**

* Prepare an inception report outlining the study plan, methodologies and time frame to be submitted to the Head, Midwifery Education Programme, by the third day of signing the contract.
* Develop the data collection instruments and share with the Head, Midwifery Education Programme, JPGSPH, BRAC University for final approval.
* A meeting on sharing, through PowerPoint presentation, key learning and findings, five days prior to complete the assignment with the project team.
* A draft report to be submitted by the 20th day of signing the contract.
* Final version of business plan incorporating feedback or comments from the Project to be submitted to Head, Midwifery Education Programme, JPGSPH, BRAC University on 27th day of undertaking the assignment.
* Both soft and hard copies of the report and all raw data used for the analysis.

**ANNEX-1: List of Key Documents**

* 1. Relevant documents of DMP phase 2 such as the Project proposals, Log frame, agreements with Partners; Project’s tools, sample of quarterly and annual reports and financial reports etc.
* 2. Commitment letter of Academic Sites, roles of Academic Sites and BRAC University hub and student enrollment plan
* 5. Relevant part of budget of Developing Midwives Project
* 6. Any other relevant document deemed necessary

**Timeframe**

Total time span for developing business plan of DMP phase 2 and submission of the final business plan is to be completed within 30 days. 5 days will be desk based preparatory work including the meeting with the Head, Midwifery Education Programme and Project Director, JPGSPH, BRAC University; 10 days will be for the collection of field based information from Academic Sites and 10 days will be spent for data analysis and output generating. The business plan will be submitted to the Head, Midwifery Education Programme, BRAC University within 27 days and will be finalized after incorporating any feedback/comments by 3 days after completion of all field inquiries and different stakeholders’ consultation.

**Payment Procedure:**

The payment will be made in Bangladeshi currency. It will be made in three installments:

25% upon acceptance of the inception report;

25% after submission of the draft baseline report and

Remaining 50% upon satisfactory completion and acceptance of the final report and other deliverables;

**Terms and Conditions:**

The service provider is expected to submit technical and financial proposals separately in two envelops for the work; all cost related to data/footage collection, translation/subtitle, travel and meetings should be covered.

**Specification of the Service Provider:**

* Excellent understanding of public health of Bangladesh and other countries.
* A Business Management expert having wide experience on developing business plan for the development arena and working experience in developing countries is intended to be engaged for developing business plan.
* Experience in carrying out similar assignment and other studies of development projects in Bangladesh and outside.
* Excellent English writing and computer skills.
* Ability to work and deliver outputs within the agreed timeframe

**Assignment Location:**

Dhaka, Mymensingh, Sylhet, Cox’s Bazar, Khulna, Dinajpur (Based on discussion location may change).

**Guidelines for Applying Procedure:**

The proposal should be submitted following the guideline and a copy of similar work.

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| --- | --- |
| **Topic** | **Page Limit** |
| 1. Concept note | 1 page |
| 1. Proposed methodology and work schedule | 1 page |
| 1. Team Composition along with its role and short profile/bio | 2 page |
| 1. Evidence of developing business plan either individual or any institutions | 1 page |
| 1. Financial Proposal | 1 page |

* Consultancy days and fees should be mentioned for the key members of the team
* Travel and accommodation
* Please clearly mention the nature of expenditure
* Please calculate the total budget with 15% vat and 10% tax

**Evaluation Criteria:**

|  |  |  |
| --- | --- | --- |
| **Sl No** | **Criteria** | **Weight** |
|  | Understating of the ToR | 25 |
|  | Methodology | 20 |
|  | Management structure | 15 |
|  | Financial calculation | 20 |
|  | Overall presentation | 20 |
| **Total** | | **100** |

**8.5 Other Documents to be submitted:**

*For Individual* service provider*:*

* Maximum two page CV of the team leader highlighting related assignments
* Documents in favor of the relevant previous works

*For Organizations/agencies:*

* Maximum one page organization profile highlighting relevant assignments compiled with client name, contact person, contact number
* CV of the person who will lead the assignment
* Organizations trade license, TIN and VAT registration
* Documents in favor of the relevant previous works

**8.6 Submission of the Proposal:**

Interested individuals/organizations/agencies are advised to submit sealed technical and financial proposals separately in two envelops clearly mentioned **“Develop business plan for the sustainability of Diploma in Midwifery under The Developing Midwives Project Phase 2”** on top of the envelop to HR Department, James P Grant School of Public Health, BRAC University, 5th Floor, (Level-6), icddr,b Building,68 Shahid Tajuddin Ahmed Sharani, Mohakhali, Dhaka-1212, Bangladeshby **30 October 2017** before **05:00 PM.**