

**TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS AND CONTRACTORS**

<b>Title:</b> Nurse Trainer for the Post Basic Neonatal Nursing Certificate programme of the Ministry of Health and Sanitation in Sierra Leone	<b>Funding Code:</b> SC180970  <b>WBS:</b> 3900/A0/08/881/001/003	<b>Type of engagement</b>  <input type="checkbox"/> Consultant (international) <input type="checkbox"/> Individual Contractor Part-Time <input checked="" type="checkbox"/> Individual Contractor Full-Time	<b>Duty Station:</b> Freetown, Sierra Leone (including travel to four regional hospitals)
<p><b>Background:</b></p> <p>Despite significant investment in the health sector over the past several decades, Sierra Leone continues to have some of the worst health indicators in the world. Maternal Mortality is unacceptably high with 717 mothers dying in every 100,000 live births, while progress in neonatal mortality reduction has been slow with the current rate at 31 per 1,000 live births. Undernutrition is the underlying cause in over one-third of under-five deaths and diseases. There is increased risk of maternal mortality for adolescent girls, where early childbearing is common. Though the situation is improving, in general, many health facilities are not in compliance with the norms and standards for the basic package of essential health services with severe human resource challenges and inadequate tracer basic amenities, including sanitation facilities, improved water sources, emergency transport, and basic equipment and essential drugs.</p> <p>UNICEF responded by supporting Ministry of Health and Sanitation (MoHS) in establishing four (4) Special Care Baby Units (SCBUs) at tertiary and regional hospitals in 2017. Based on the success and lessons learned from the operationalisation of these four SCBUs, UNICEF supported the MoHS in 2019 in scaling up the units across the country. Additional twelve (12) SCBUs have since been established, making a total of sixteen (16) SCBUs. Despite notable success with the SCBUs, there remain challenges threatening the sustainability of SCBUs. One of the biggest is the grave human resource gaps in the country, which necessitates the continued task shifting with constant capacity development support and quality improvement.</p> <p>Majority of the nurses working for the SCBUs are State Enrolled Community Health Nurses (SECHNs). There is high turnover of the SECHNs in the SCBUs due to heavy workload and limited opportunities for career growth. SECHNs pre-service curriculum has a limited component on sick and small newborn care. As a short- to medium-term measure to address these HR gaps and thereby enhance sustainability of the SCBUs, UNICEF in close collaboration with the Directorates for Nursing and Midwifery, Human Resources for Health, Training and Research, and Reproductive and Child Health, supported the development of the Post Basic Neonatal Nursing Certificate Programme. The programme aims to develop SECHNs into specialized nurses on basic neonatal care with competency to care small and sick newborns and increase their retention in the SCBUs. UNICEF continues to support launching of the programme with the first batch of trainees (20) over the coming year.</p>			
<p><b>Purpose and objectives:</b></p> <p>The purpose of the Nurse Trainer for the Post Basic Neonatal Nursing Certificate programme is to work as part of a team to provide technical assistance and support to SECHN trainees through mentorship, coaching, and supervision. S/he helps in the monitoring and evaluation of training activities and assists in preparation of training related materials. The incumbent will ensure timely provision of training and collaborates with medical practitioners to ensure incorporation of nursing processes during training.</p>			

### **Methodology and Technical Approach:**

This is a full-time assignment that will majorly consist of training a class of 20 SECHN trainees in basic and essential neonatal competencies largely through practical sessions in a skills lab at Ola During Children's Hospital. The trainees will be drawn from the three regional hospitals and the tertiary children's hospital in the country. The training will comprise of on-site sessions at Ola During Children's Hospital followed by periods where trainees return to their respective hospitals to practice and implement learned skills with mentoring / coaching /supportive supervision from the training team. While directly facilitating the training, mentoring, and coaching for the SECHN trainees, the Nurse Trainer should also build the capacity of local faculty in running the programme. As such, the Nurse Trainer is expected to co-facilitate the capacity development activities with local faculty members who should progressively assume greater roles over the period.

### **Specific Tasks:**

1. Facilitate acquisition / reinforcement of key standardized technical skills and knowledge to trainees' as per the Ministry of Health and Sanitation (MoHS) newborn care protocols and SOPs.
2. Conduct training in the skills lab at Ola During Children's Hospital, assess performance of trainees, identify individual learning needs of trainees as well as identify non-performers (trainees) in consultation with the Training Coordinator and develop performance improvement plans for the trainees.
3. Undertake mentoring, coaching and supportive supervision visits to the four hospitals to support the trainees in post-training transfer of knowledge and skills and assist in the implementation of performance standards.
4. Support, mentor, and coach the local faculty members to enhance their capacity in conducting training, assessing trainees' performance, developing performance improvement plans for trainees, facilitating post-training knowledge/skills transfer, and overall running of the Programme.
5. Prepare quarterly plans and targets of training sessions and mentoring / coaching / supportive supervision visits in consultation with the Training Coordinator. This should incorporate the plan for knowledge/skills transfer to the local faculty members along with assessment of the progress in this regard.
6. Prepare and maintain monthly and quarterly progress reports on training activities and mentoring / coaching / supportive supervision visits, with identification of best practices, lessons learnt, challenges and corrective measures needed to address them.
7. Participate in SCBUs quality improvement efforts and measures at the four regional hospitals, including initiatives at transforming Ola During Children's Hospital into a centre of excellence for care of small and sick newborns.
8. Support monthly SCBU data analysis and tracking at the four regional hospitals and use of the analysed data to tailor mentoring and coaching of trainees to identified gaps and needs.

**Management, Organization and Timeframe:**

The Nurse Trainer will be under the direct technical supervision of the Training Coordinator of the MoHS, with management supervision of the MNCH/HIV Specialist at UNICEF Sierra Leone office, and under the overall guidance and oversight of the Chief, Health & Nutrition Section at UNICEF Sierra Leone office. S/he will operate from Ola During Children’s Hospital in Freetown and will have regular interactions with hospital management and medical teams at the four regional hospitals, Directorate of Reproductive and Child Health and Directorate of Nursing and Midwifery at MoHS, and other relevant health partners. Travel to SCBUs at the four regional hospitals, and if need be, Peripheral Health Units (PHUs) and catchment communities, is required.

This is an initial 6-month assignment with possibility of extension depending on continued need and availability of funds.

**Child Safeguarding**

Is this project/assignment considered as “Elevated Risk Role” from a child safeguarding perspective?

YES  NO      If YES, check all that apply:

**Direct contact role**       YES  NO

If yes, please indicate the number of hours/months of direct interpersonal contact with children, or work in their immediately physical proximity, with limited supervision by a more senior member of personnel:

**Child data role**       YES  NO

If yes, please indicate the number of hours/months of manipulating or transmitting personal-identifiable information of children (name, national ID, location data, photos):

More information is available in the [Child Safeguarding SharePoint](#) and [Child Safeguarding FAQs and Updates](#)

**\* Expected timelines for completion are estimated and may vary depending on progress**

<b>Work Assignment Overview</b>		
Tasks/Milestone:	Deliverables/Outputs:	Timeline
Conduct training in the skills lab at Ola During Children's Hospital, assess performance of trainees, identify individual learning needs of trainees as well as identify non-performers (trainees) in consultation with the Training Coordinator and develop performance improvement plans for such trainees	<ul style="list-style-type: none"> <li>• Training sessions in the skills lab conducted</li> <li>• Individual performance and training needs of trainees developed and continually tracked and assessed</li> <li>• Performance improvement plans of under performing trainees developed and continually tracked</li> </ul>	Ongoing
Undertake mentoring, coaching and supportive supervision visits to the four regional hospitals to support and handhold trainees in post-training transfer of knowledge and skills and assist in the implementation of performance standards	<ul style="list-style-type: none"> <li>• Mentoring / Coaching / Supportive supervision visits for trainees at the four regional hospitals conducted</li> </ul>	Ongoing
Support, mentor, and coach the local faculty members to enhance their capacity in conducting training, assessing trainees' performance, developing performance improvement plans for trainees, facilitating post-training knowledge/skills transfer, and overall running of the Programme.	<ul style="list-style-type: none"> <li>• The plan developed and systematically implemented for knowledge/skills transfer to the local faculty members along with assessment of the progress.</li> </ul>	Ongoing
Prepare quarterly plans and targets of training sessions and mentoring / coaching / supportive supervision visits in consultation with the Training Coordinator	<ul style="list-style-type: none"> <li>• Quarterly plans and targets of training sessions and mentoring / coaching / supportive supervision visits developed and implemented</li> </ul>	Quarterly
Prepare and maintain monthly / quarterly progress reports on training activities and mentoring / coaching / supportive supervision visits, with identification of best practices, lessons learnt, challenges and corrective measures needed to address them	<ul style="list-style-type: none"> <li>• Monthly and quarterly progress reports on training activities and mentoring / coaching / supportive supervision visits drafted and submitted</li> </ul>	Monthly / Quarterly
Participate in SCBU quality improvement efforts and measures at the four regional hospitals, including initiatives at transforming Ola During Children's Hospital into a centre of excellence for care of small and sick babies.	<ul style="list-style-type: none"> <li>• Quality improvement interventions at the four regional hospitals initiated and implemented</li> </ul>	Ongoing
Support monthly SCBU data analysis and tracking at the four regional hospitals and use of the analysed data to tailor	<ul style="list-style-type: none"> <li>• Monthly SCBU data at the four regional hospitals analysed, tracked and used for decision making</li> </ul>	Monthly

mentoring and coaching of trainees to identified gaps and needs			
Total			6 months
<b>Budget Year:</b> 2022-2023	<b>Requesting Section/Issuing Office:</b> <i>Health and Nutrition Section</i>	<b>Reasons why work cannot be done by staff:</b> The work requires dedicated, full-time clinical support for UNICEF to deliver the expected technical assistance. It will not be possible or UNICEF staff to do this given other equally important and pressing tasks that Health and Nutrition section staff are currently engaged in.	
<b>Included in Annual/Rolling Workplan:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No, please justify:			
<b>Consultant sourcing:</b> <input type="checkbox"/> National <input checked="" type="checkbox"/> International <input type="checkbox"/> Both  <b>Consultant selection method:</b> <input type="checkbox"/> Competitive Selection (Roster) <input checked="" type="checkbox"/> Competitive Selection (Advertisement/Desk Review/Interview)		<b>Request for:</b> <input checked="" type="checkbox"/> New SSA – Individual Contract  <input type="checkbox"/> Extension/ Amendment	
If Extension, Justification for extension: N/A			
<b>Supervisor:</b> Dr. Mariama Mustapha (MNCH/HIV Specialist)	<b>Start Date:</b> October 2022	<b>End Date:</b> March 2023	<b>Number of Months (working):</b> 6

<b>Estimated Consultancy fee</b>		<b>6 months</b>	
Travel International	Per actual		
Travel Local (please include travel plan)	Per actual		
DSA (local travels)		6 months	
<b>Total estimated consultancy costs<sup>i</sup></b>			
<p><b>Minimum Qualifications required:</b></p> <p><input checked="" type="checkbox"/> Bachelors   <input type="checkbox"/> Masters   <input type="checkbox"/> PhD   <input type="checkbox"/> Other</p> <p>Enter Disciplines:</p> <ul style="list-style-type: none"> <li>• Basic degree or Higher Diploma in Nursing with specialization in neonatal nursing / paediatric nursing.</li> <li>• Advanced degree in Nursing is an added advantage.</li> </ul>	<p><b>Knowledge/Expertise/Skills required:</b></p> <p><b>Experience</b></p> <ul style="list-style-type: none"> <li>• Essential - At least 8 years of progressively responsible clinical experience in Maternal and Newborn health with clinical training experience.</li> <li>• Desired - Experience of providing technical assistance/consultancy/teaching experience in any of the related programme like in Emergency Obstetric and Newborn Care / Essential Newborn Care / Essential Childbirth Care; Experience working with educational or clinical training programs</li> <li>• Experience in health data collection, analysis, assessment, monitoring, and evaluation.</li> <li>• Experience in mentorship / coaching / supportive supervision of clinical nurse teams</li> <li>• Experience in team work in culturally diverse contexts.</li> <li>• Experience of working in West Africa, specifically Sierra Leone is a strong asset</li> <li>• Familiarity with the UN system, including similar prior work in the UN system, is an asset</li> </ul> <p><b>Skills required</b></p> <ul style="list-style-type: none"> <li>• Excellent analytical and organizational skills, including effective communication and people skills; ability to communicate and coordinate with various stakeholders and to express ideas and concepts concisely and clearly in written and oral form</li> <li>• Language proficiency: Fluency in oral and written English is mandatory</li> </ul>		
<p><b>Administrative details:</b></p> <p>Visa assistance required:   <input checked="" type="checkbox"/></p> <p>Transportation arranged by the office:   <input type="checkbox"/></p>	<p><input type="checkbox"/> Home Based   <input checked="" type="checkbox"/> Office Based (Ola During Children's Hospital)</p> <p>If office based, seating arrangement identified:   <input checked="" type="checkbox"/> TBD</p> <p>IT and Communication equipment required:   <input checked="" type="checkbox"/></p> <p>Internet access required:   <input checked="" type="checkbox"/></p>		

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<sup>i</sup> Costs indicated are estimated. Final rate shall follow the “best value for money” principle, i.e., achieving the desired outcome at the lowest possible fee. Consultants will be asked to stipulate all-inclusive fees, including lump sum travel and subsistence costs, as applicable.

Payment of professional fees will be based on submission of agreed deliverables. UNICEF reserves the right to withhold payment in case the deliverables submitted are not up to the required standard or in case of delays in submitting the deliverables on the part of the consultant

**Text to be added to all TORs:**

Individuals engaged under a consultancy or individual contract will not be considered “staff members” under the Staff Regulations and Rules of the United Nations and UNICEF’s policies and procedures, and will not be entitled to benefits provided therein (such as leave entitlements and medical insurance coverage). Their conditions of service will be governed by their contract and the General Conditions of Contracts for the Services of Consultants and Individual Contractors. Consultants and individual contractors are responsible for determining their tax liabilities and for the payment of any taxes and/or duties, in accordance with local or other applicable laws.