

Terms of Reference

Project Title:	Technical Cooperation to the Ministry of Public Health
Project ID(contract No)	ACA/2016/ 377-496
Donor:	European Union
Project Partner:	GIZ
Duration of Assignment:	NKE NM 1 (Senior): 30 working days (2 missions), NKE NM 2 (Junior): 50 working days – over a period of 4 months
Location of assignment:	Kabul, Afghanistan
Position	Senior NKE (S) NM 1, Junior NKE (J) NM 2
Reference to work plan:	component 2, result 2.1, activity 2.1.8 (2.1.8.1 and 2.1.8.2)

1. Programme Background

The Technical Cooperation Programme to the Ministry of Public Health (TCPH) is funded by the European Union and implemented by GIZ and consortium partners (m4health and SRTRO). The overall objective is to support the MoPH in the strengthening of its technical and managerial capacity to steer and manage the provision of health care services and to develop the Afghan public health system. Within the framework of TCPH, technical assistance is being provided in four major components: (1) improving the quality of health care by the establishment of a comprehensive quality assurance system (2) improvement of hospital management at all levels, including the development and revision of standardised hospital service packages, (3) the strengthening of system governance and (4) improved planning and implementation of specific health programmes for vulnerable population groups.

This NKE assignment refers to TCPH Component 2 (Hospital Management) Result 2.1 (capacity of hospital managers strengthened), Activity: 2.1.8. (strengthen the Nursing Directorate under GDCM)

2. Rationale of the TA (Technical Assistance)

There is a tendency to put the main focus of attention with regard to health services on the role of doctors, who are responsible for the treatment of patients. However the nurses and midwives, who are responsible for patient care, are of equal importance, as treatment and care form a unity and only jointly they can impact the health of patients in an optimal way. The MoPH has acknowledged the important role of nurses by creating a special Nursing and Midwifery department under GDCM. This department has a stewardship function for the provision of quality nursing and midwifery care to the people of Afghanistan. It takes a lead role in the setting of policies and strategies, developing protocols, monitoring the actions of implementing partners and coordinating with other stakeholders. In 2011 the “National Policy and Strategy for Nursing and Midwifery Services (2011 – 2015)” was endorsed by the Afghan government, which since then has served as a reference for strategic planning and programme implementation. However, the Nursing and Midwifery department so far had only limited resources to put this policy into practice. TA has been requested to support the review, update and operationalization of the National Policy/Strategy. Also the stewardship role of the Nursing and Midwifery unit should be strengthened by a mentoring approach as well as a comprehensive capacity building programme for nurses in management positions, focusing on leadership and advocacy skills as well as management tools including planning, organizing, staffing, directing and controlling.

3. Objective

The objective of this TA is to enable the Nursing and Midwifery department of the MoPH to effectively reinforce its stewardship functions. This includes provision of leadership and advocacy for the Nursing and Midwifery sector as well as the enhancement of nursing management systems and skills. A strong, capable Nursing and Midwifery department in the MoPH will ensure a successful implementation of the Nursing and Midwifery Policies and Strategies, which – in turn – will have a positive impact on the quality of nursing and midwifery services and on the overall health services in the country. Ultimately it is the patients in Afghan health facilities/hospitals who will benefit from this TA.

4. Role of the Technical Assistance

The technical assistance (TA) will work closely with management and staff within the MoPH and, on a day-to-day basis, report to, and work directly with, the Head of the Nursing and Midwifery Unit.

The TA will be accountable for grounding her/his services in the following principles:

- *Respect for Afghan Ownership and Mutual Accountability.* The TA will build on existing Afghan knowledge and ideas, utilise personnel and resources already in place, and will make maximum use of local experts and country systems. TA services to MoPH are demand driven and will be supported by MoPH through an enabling environment for effective capacity development.
- *Alignment with Afghan Policies and International Principles on Effective Capacity Development.* The provision of TA will be provided in accordance with existing Afghan policies and strategies that are in accordance with internationally recognised best practices for TA to, effectively, build local capacity.
- *Sustainability.* The primary purpose of TA is not to fill gaps, but to provide a strategic guide and service, integral to capacity development. TA will, normally, focus on contributing to capacity building of partner staff through coaching and realising short-term results from which longer term learning can build upon.

5. Reporting and Working Conditions

On a day-to-day basis, the NKE will primarily work with the management and staff of the Nursing and Midwifery Unit under GDCM. The respective Director General will be continuously informed about the plans and progress of work.

The NKE will report, contractually, to the TCPH Team Leader.

6. Responsibilities and Tasks

NKEs NM1 and NM2 will render support in the following areas:

a) Develop a strategic implementation plan for the N&M department

- Review relevant documents and establish strategic priorities
- Develop an implementation plan based on the updated strategic priorities of the national N&M programme
- Conduct a consensus building workshop on the strategic implementation plan

- Incorporate the recommendations of stakeholders, finalise and edit the implementation plan and get it approved.

b) Assess the present role and mandate/scope of work of the N&M department and identify critical areas to be addressed by capacity building:

- Assess capacity building needs of the N&M department; conduct SWOT analysis and assess needs in group exercises (needs assessment refers to (a) human resources development as well as (b) establishment/improvement of a nurses' management system (development of guidelines/SOP, job descriptions etc.)
- Recommend and prioritize interventions for improvement – develop a road map for strengthening the N&M department

c) Provide Capacity building to Nurses and Midwifery management staff

- Mentor and coach staff of the N&M department
- Develop a management training programme for senior nursing staff (curriculum, training modules, training material)
- Conduct leadership, advocacy and management training for nurses in management positions (2 workshops in Kabul – N&M dept. staff and nurses from central hospitals)
- Conduct TOT for N&M staff and future trainers – using ETS (effective teaching skills) (1 workshop in Kabul)

Main responsibilities of NKE NM1 and NKE NM 2:

NKE NM1 (senior and an international) and NKE NM 2 (junior and a national) will work as a team. They share the scope of work of the assignment and join hands in generating the deliverables.

The senior NKE will primarily cover the strategic and conceptual aspects of the assignment, taking into account local resources and potential as well as international expertise and experience. (S)he takes the lead in the assessment of the current status of the N&M department as well as the development of recommended interventions and changes. In terms of deliverables the senior NKE will focus on the assessment report/roadmap for improvements, the strategic implementation plan, establishment/improvement of a nurses' management system and the conceptualization of the training programmes.

The junior NKE will contribute the local perspective. He/she will assist in terms of information gathering, contact management, organizational support and translation. The main focus of his/her work is on the facilitation of the consensus building workshop (along with NKE1) and the implementation of the three training workshops in cooperation with NKE 1. (1 TOT workshop, 2 management workshops).

7. Deliverables

NKE NM1:

- An assessment report of the current situation of the N&M department with recommendations and a road map for capacity building (staff and management system) – taking into account international standards and experiences
- Nursing management system developed
- A strategic N&M implementation plan developed and approved/finalized
- two consensus building workshops on implementation plan and nursing management system designed and facilitated
- leadership/management training and TOT conceptualized
- a Trip Report, using the TCPH standard Trip Report template, to the TCPH Team Leader a minimum of one day before the final day of their respective contracts.

NKE NM 2

- Co-facilitated two consensus building workshops
- Information gathering and data collection (to assist the work of NKE NM1) – considering the “local perspective”
- 2 workshops on leadership/management training conducted for staff of N&M department and head nurses/nurses principals in central hospitals. Workshop report submitted.
- TOT for staff and trainers of N&M department conducted and workshop report submitted
- a Trip Report, using the TCPH standard Trip Report template, to the TCPH Team Leader a minimum of one day before the final day of their respective contracts.

8. Qualifications, Skills and Experience

This TA requires an international and a national expert, who work as a team. Apart from technical expertise (nursing / midwifery background) and hospital experience both NKE should be particularly strong in the fields of management and training. They should be familiar with all the standard planning and evaluation tools as well as the principles of policy and strategy development and quality assurance. Experiences in systems analysis and organizational development are also desirable. Excellent didactic and coaching skills are a must.

9. Selection Criteria

NKE NM1

- Degree in Nursing or Midwifery
- Postgraduate degree in (nursing) management or similar
- At least 7 years working experience in the nursing/midwifery sector
- At least 5 years experience in a nursing/midwifery management position
- Should have didactic training or education; Experience as teacher in a Nursing/Midwifery school would be an asset
- Experience in management and leadership training desirable
- Experience in international development cooperation an asset
- Regional experience an asset
- Sound skills in MS Word, MS Excel and MS PowerPoint

NKE NM 2

- Degree in Nursing/Midwifery (or academic degree in Management/Social Science/Public Administration etc.)
- Postgraduate degree desirable
- Min. 5 years professional experience
- Must have proven record in teaching (Min. 2 years) – including development of curricula, training modules, training materials
- Experience in management and leadership training a big asset
- Must have an excellent command of English, Dari and Pashtu
- Sound skills in MS Word, MS Excel and MS PowerPoint