

# REQUEST FOR EXPRESSIONS OF INTEREST AND PROPOSALS FOR THE EVALUATION OF THE NURSING NOW CHALLENGE FELLOWSHIP PROGRAMME

## 1. INTRODUCTION

THET is a global health organisation that has been managing programmes to strengthen health systems and Human Resources for Health (HRH) for over 30 years. THET works to create a world where everyone, everywhere, has access to quality healthcare. We achieve this by training and educating health workers in low- and middle-income countries (LMICs) in partnership with volunteers from across the UK health community. We are best-known for our [Health Partnership](#) approach, a model for improving health services based on the idea of linking hospitals and clinics in the UK with their counterparts overseas. Over the past nine years THET has partnered with over 130 National Health Service (NHS) Trusts, Royal Colleges and academic institutions, and trained over 100,000 health workers in 31 countries. We also run large health system and health workforce capacity development programmes in Ethiopia, Myanmar, Somalia/Somaliland, Tanzania, Uganda and Zambia.

This is a request for expressions of interest and proposals from potential evaluators to conduct a realist evaluation project of the THET led Nursing Now Challenge Fellowship Programme.

We are seeking an independent, home-based, evaluator to conduct an external evaluation of the Nursing Now Challenge Fellowship programme led by THET that is ending in May 2023. The evaluation is expected to start in mid-May 2023 and to be completed by mid-August 2023.

## 2. PROJECT OVERVIEW

The Nursing Now Challenge Fellowship (NNCF) programme (June 2021 – May 2023) supports early-career nurses and midwives developing their leadership and quality improvement skills. Small Fellowship grants (up to £8,000) have been awarded to Health Partnerships (i.e. partnerships between health institutions based in LMICs and health institutions based in UK) where these nurses and midwives are based.

The aims of the NNCF are to:

- Increase leadership (confidence, competence and capability) of participating nurses and midwives, enabling them to be more effective and increase their influencing and decision-making abilities.
- Raise the status of nursing and midwifery within Health Partnerships and within their multi-disciplinary teams.
- Raise the status of women, who comprise the majority of the nursing and midwifery cadres, within the health workforce.
- Improve the quality of global health projects undertaken by health partnerships, and thus partnerships' outcomes and impact.

This programme involves 10 health partnerships and 61 Fellows from 8 countries: Bangladesh, Ghana, Nepal, Sierra Leone, Somaliland, Tanzania, Uganda, and Zambia.

The programme provided the Fellows with three one-week long workshops on leadership skills, training sessions (weekly from February to September) on developing and implementing quality improvement projects. The training was provided by two technical partners: Uboru Quality Institute based in Ghana and University of Global Health Equity based in Rwanda.

The programme also enabled the participating Fellows to lead on their own QI projects within their health facilities. Some examples of the QI projects developed are:

- Improving handoff practices among nurses in a tertiary level hospital (Nepal)
- Neonatal resuscitation quality improvement (Somaliland)
- Reduction of malnutrition in under five children at St Benedict Ndanda Hospital (Tanzania)

Fellows completed their training in December 2022 and finalised their QI project by the end of March 2023.

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### 3. THE ASSIGNMENT

#### ➤ Evaluation purpose and objectives

The evaluation seeks to consult stakeholders on what context, mechanisms and activities work and do not work to deliver a successful project.

The evaluation seeks to identify what is needed in the future to better support to shape, undertake, and curate quality improvement activities to improve quality of healthcare, increase knowledge and skills, advance nurses' and midwives' role and influence, and improve gender equality (i.e., barriers and opportunities).

The evaluation seeks to identify how and why this project design builds connections and strengthens capacity for improvement and what similar future projects should focus on.

#### **Through this assignment, THET seeks to:**

- ◆ Assess the success of the NNCF programme in terms of its relevance, effectiveness, efficiency, and sustainability against the intended outcomes/ project aims, including demonstrating to what extent the programme has contributed to strengthening leadership skills and quality improvement skills of the Fellows involved, what worked/ didn't work well, why and lessons learnt from implementation
- ◆ Evaluate the effectiveness and efficiency of the organisational set-up for implementing the capacity building/ training, e.g. tools and systems used in the delivery and monitoring of the programme
- ◆ Assess the level of sustainability and how the project has been received and learning been used by Fellows and identify critical areas that may affect sustainability, e.g. retention of learning
- ◆ Identify learnings and recommendations for the development of future projects (NNCF 2 potentially on the horizon), including inform mechanisms that support early-career nurses and midwives- Support impact communication- Engage in discussions with HPs involved in the programme, for example on the status and leadership roles of nurses/midwives within their partnerships

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### 4. EVALUATION APPROACH AND METHODS SUGGESTED:

We suggest a realist evaluation to examine the context, mechanisms and outcomes of the programme to date.

This evaluation requires a recognition of the gender transformative aspects of such work, an adherence to the principles of partnership and appreciation of the range of theories and practices supporting leadership, quality improvement, nursing/ midwifery practice and project sustainability.

We are open to consider different approaches that best capture the results and lessons learnt from the project within the given timeframe.

#### **Method**

- a. Data and document analysis: A desk review of project documentation (e.g. monitoring data and reports);

- b. Analysis of the results of two Fellows surveys conducted pre- and post- training;
- c. Stakeholders: This project could be carried out in a range of ways. This preferentially would include informant interviews with key stakeholders.
  - A range (4) virtual interviews with relevant THET’s and technical partners’ staff for programmatic evaluation;
  - Interviews with a sample (8) of HPs and Fellows to ascertain the impact of the programme on their working practices. The sample of stakeholders should include a balance of all genders, and geographical diversity across the programme including those with different power balances.

<b>Potential questions to be answered</b>	
1. <u>What is the current context of the programme? (desk top work)</u>	2. <u>Mechanisms (and so the questions to ask in interview)</u>
<ul style="list-style-type: none"> <li>- Who and what are the policies, organisations and processes providing guidance and who are the people providing expertise for the programme?</li> <li>- Are there any existing networks or Community of Practice/Action (COP/A) that are already doing something similar? What are their strengths and weaknesses?</li> <li>- What has happened so far?</li> <li>- What is happening next?</li> </ul>	<ul style="list-style-type: none"> <li>- What mechanisms work and don’t work in meeting the aims and objectives of the programme?</li> <li>- What actions would help / what would hamper its effectiveness?</li> <li>- What would be the best way to bring together partners and participants to share good practice</li> <li>- What kind of activities could a NN QI network or COP undertake?</li> <li>- Are there any existing or potential opportunities that could be utilised?</li> </ul>

➤ **Deliverables**

The selected evaluator will:

- Provide an inception report outlining their proposed approach to situational analysis (context), stakeholder mapping and interview plan, how they plan to collect, manage and analyse data, communications plan, contingencies, to be reviewed and approved by THET, with a final version incorporating any relevant feedback provided by THET.
- Conduct a desktop review to identify the search strategy and resulting stakeholder question outline.
- Draft a report of 6-8 pages (plus relevant annexes, such as stakeholder mapping), including the methodology and an executive summary, for review and feedback by THET
- Submit a final report which includes an external summary of key findings and recommendations for the future (incorporating THET’s feedback on draft report)
- Present key report findings to THET, technical partners and HPs/Fellows involved in the programme at an internal briefing

➤ **Time schedule for deliverables**

<b>Deliverables</b>	<b>Deadlines</b>
Inception report on evaluation approach and phased workplan	Mid- end May 2023
Desk review	Mid-June 2023
THET and technical partners interviews	End June/ Early July 2023
HPs and Fellows interviews	End June/ Early July 2023
Draft evaluation report	Mid- End July 2023
Final evaluation report	Early August 2023

### ➤ Support from THET

THET will support the evaluation by:

- Briefing the consultant and providing project documents
- Reviewing and approving the final evaluation approach
- Briefing stakeholders about the purpose of the evaluation and facilitate the evaluator's contact with them

The consultant will have access to designated THET staff for support and also for any interviews. They will be accountable to the Nurse Programme Manager with oversight from the Programmes Coordinator.

### ➤ Evaluation report and dissemination

The external evaluation is being conducted for THET to learn from to develop future projects. The results and findings might be used by THET, the Burdett Trust (the funder), technical partners, and the Nursing Now Challenge team for impact communication and future programming.

The evaluation findings and recommendations will be used to inform learning for future projects / mechanisms that support nurses and midwives, to demonstrate what worked/ didn't work well, why and lessons learnt from implementation. The findings and recommendations might also be fed back to the health partnerships involved in the programme.

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## 4. EVALUATOR'S QUALIFICATIONS

### ➤ Required Education Skills and Experience

- 5+ years' evaluation experience in the development sector, with experience of working within global health
- Proven experience of delivering complex and highly collaborative initiatives.
- Excellent knowledge and understanding of leadership and quality improvement methodologies
- Excellent knowledge of nursing/ midwifery practice
- Excellent spoken, written and communication English language skills.
- Good leadership, communication and facilitation skills
- Good interviewing skills and have the means to conduct virtual interviews (i.e. appropriate internet connection, software such as Zoom, laptop with webcam).
- Report writing and presentation skills

The evaluator will manage their own costs and provide outputs in English.

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## 5. HOW TO APPLY

Interested individual evaluator should submit their expression of interest a brief outline of approach to the assignment to [jobs@thet.org](mailto:jobs@thet.org) **by Wednesday 24<sup>th</sup> May 2023 5pm UK/BST time**. Final decisions will be communicated by Friday 26<sup>th</sup> May .

### **The expression of interest should include:**

- Name and contact details and whether you are Individual or a company (including full company name and number and registered company address)
- A short proposal outlining how you would approach the work and the proposed methodology. Please also outline how you will approach data protection when handling the survey data and how the data will be managed and destroyed (250 words)
- A cover letter/ brief description of your relevant experience (250 words). Please attach a CV showing relevant experience.
- An outline of your approach to equality, diversity and inclusion, both in relation to your proposed methodology for the project, and within your organisation (100 words)
- What makes you best placed to fulfil the requirements outlined in this evaluation? This could include networks, previous experience etc. (250 words)
- An outline of any major risks and challenges you foresee with meeting THET's requirements. Please include your mitigation strategies for these risk and challenges (100 words)
- Evidence of a similar piece of work where you have successfully provided a similar service with a similar subject. (please include a link to publication or send as attachment)

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## 6. TERMS

**Location:** this consultancy will be remote/home-based with any interviews taking place over online communication platforms (Zoom, Teams, Skype).

**Duration:** the contract will start on 22<sup>nd</sup> of May and end on 14<sup>th</sup> August 2023.

**Budget:** a total of £4,000 is available for the evaluation.

The selected consultant(s) must be available to provide appropriate levels of input at various stages throughout the assignment delivery. The consultant must comply with the THET rules and procedures.