Human Resource Management Specialist
Yardimeli Children’s and Maternity Hospital
Terms of Reference

I. General Information

<table>
<thead>
<tr>
<th>Position:</th>
<th>Human Resource and strategic Management Specialist</th>
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<tbody>
<tr>
<td>Beneficiary Institution:</td>
<td>Yardimile Children’s and Maternity Hospital</td>
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<tr>
<td>Duty Station:</td>
<td>Mogadishu, Somalia</td>
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<tr>
<td>Stream/Band:</td>
<td>Stipend commensurate with degree and experience</td>
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<td>Duration of Assignment:</td>
<td>3 months (with a possibility for extension)</td>
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<td>Deadline for applications</td>
<td>28.11.2016</td>
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II. Background Information

About MIDA FINNSOM South Central Somalia Project
IOM Migration for Development in Africa (MIDA) programmes focus on strengthening the institutional capacities of African States through a structured framework of mobilization of resources involving countries of destination, countries of origin and diasporas. In Somalia, through its MIDA programme, IOM has been helping the Somali Government since 2008 to strengthen the capacity of Somali institutions so that they can be more effective in responding to the needs of Somali people. The MIDA FINNSOM South Central Somalia project is funded by the Government of Finland. Similarly to the MIDA FINNSOM Health projects implemented in Somaliland and Puntland by IOM Helsinki with support from the Finnish Government, this project aims to facilitate the transfer of skills, competencies and knowledge of qualified Somali expatriates to public institutions in South Central Somalia, with focus on two sectors: health and education. The beneficiary institution will host the qualified Somali expatriate, and will be responsible to provide a safe and secure work environment. The IOM Mogadishu MIDA staff will monitor the expatriates while on assignment.

About the geographical coverage of the project
Initially, the project will support positions in Mogadishu, and subject to security, the project aims at extending its support to other regions in South Central Somalia.

About Yardimeli Children’s and Maternity Hospital
Yardimeli Children’s and Maternity Hospital is a strictly not-for-profit organization. The hospital provides high quality reproductive services to women, and high quality medical services to children under the age of 14 years in Mogadishu and surrounding areas with approximately 3 million patients. The hospital functions as a referral hospital for the whole country, and a Centre of Excellence in Somalia to all actors in the field of health, especially to the Ministry of Health.

The hospital is involved in education and training of health professionals in gynaecology & obstetrics, paediatrics and hospital management. It provides expert support to primary level maternal and child health care all over the country. The medical specialty services of the hospital gynaecology & obstetrics and paediatrics. The hospital includes an emergency department, outpatient department and inpatient department. It has two surgical theatres and an intensive care unit for maternal and neonatal care and laboratory. In addition the hospital has imaging, Nutrition, breast-feeding and antenatal unit.

In light of having new, high quality, equipped hospital within the MoHHS, the Yardimeli Children’s and Maternity Hospital
Hospital aims to reduce the mortality of pregnancy women and children less than five years. For this reason, Yardimeli Children’s and Maternity Hospital must initiate and assess its current operating departments and determine the key issues that constrain effective performance and delivery of results. The Yardimeli Children’s and Maternity Hospital requires the services of Medical Doctor specialist in paediatrics and children health to assist the Yardimeli Children’s and Maternity Hospital and its management to provide support and guidance. The incumbent will develop concrete plans and strategies to ensure quality of care and the quality of paediatrics’ department care in the hospital. The incumbent will monitor closely the morbidity and mortality trends together with all other health indicators and report any deviation in the trends to chief of physician to ensure that prompt actions are taken. The incumbent will also be required to balance direct support with the transfer of skills and knowledge to the Yardimeli Children’s and Maternity Hospital staff. Capacity development is a key component of this assignment and it will be taken in high consideration in evaluating the achievement of assignment outcomes.

III. Duties & Responsibilities

Under the overall guidance of the designated supervisor, the Human Resource and Strategic Management Specialist needs to be able:

A key area requiring extensive development in the Yardimeli Children’s and Maternity Hospital, as identified by the Hospital Management, is human resources management. The main resource in the Hospital is its health professionals and support service staff. Their salaries are the biggest expenditure item. Their appropriate competencies are the first requirement for provision of quality services. Yet, as has been widely experienced, even competent staff does not necessarily produce, if human resource management is not adequate.

Some of the HRM issues that need immediate attention in the YCMH include:

- There should be recruitment systems that ensure the best experts to be recruited;
- Salaries and compensations should be developed according to levels of competencies and responsibilities;
- Performance of each individual should be monitored, supervised and improved by managers and supervisors;
- Each staff member should have a Job description with duties and responsibilities and well as decision making powers defined;
- Good performance needs to be promoted; and working rules and ethical principles must be established and their following monitored.

HR and strategic and Strategic Management Specialist - Duties and Responsibilities
Yardimeli Children’s and Maternity Hospital (YMCH) seeks for a long term Human Resource Management Expert. The expert provides technical expertise and supports development, introduction and implementation of the core HRM functions:

HRM is primarily concerned that there is a right number of professionals with the right competencies with a right mix at all times and development phases of an organization so that it can reach its defined objectives. HRM is responsible for a number of activities, including staff planning and mix; employee recruitment; establishing performance rules and performance management systems and processes; training and development to improve and expand performance and quality of services, establishing compensation and rewarding systems; and dealing with industrial relations.

The overall objective of the work of the expert is to contribute to health system strengthening in Somaliland. This contribution is especially justified since the HGH is the national referral hospital and in such a capacity serves as an example to other (public) health facilities in the country.

The specific objective/purpose of the work of the expert is that: By the end of his/her assignment the basic, priority human resource management functions have been developed, introduced and implemented in the
Yardimeli Children’s and Maternity Hospital (see the bullet points if the previous chapter). The priority HRM functions shall be decided jointly with the YCMH Director and the expert and his/her counterpart.

The expert works as an advisor to the local HRM Counterpart, who remains directly responsible on all HRM functions to the hospital management. The expert also advises the other members of the hospital management as required/needed. The expert works under the overall guidance of the Hospital Director and is specifically responsible for the following tasks:

- Jointly with the Counterpart, identify and analyze the main existing HRM functions in the YMCH.
- Develop with the counterpart a draft plan: which HRM functions need to be developed, why, how and in which priority within the next two years and within the planned time of service of the expert.
- With the counterpart, discuss with the YMCH Management on the draft plan and on the basis of the agreed priority list develop a realistic draft work plan for the development and strengthening of the HRM functions. The work plan must include a proposal on full involvement of other possible HRM experts and other staff in the YMCH, who may or should have any HRM related tasks.
- Discuss the draft work plan with the persons involved and the management.
- With the Counterpart, develop the systems, processes, rules and guidance on the agreed priority functions. Involve the manager at all levels as well as staff in gaining ownership and acceptance. Organize training of all involved. Ensure monitoring of the appropriate use of the systems, processes and rules and make changes as needed.
- Ensures that organizational structures are efficient and effective in delivering services
- Identifies and analyzes existing Yardimeli Children’s and Maternity Hospital strengths and weaknesses in the areas of planning, project management, financial management, human resources, documentation systems, internal operating procedures and external relations;
- Establishes and maintains contacts and effective relationships with ministry of health officials, partner hospitals and health agencies, and non-governmental and governmental organizations;
- Develops policy structures and operating procedures to improve the functionality of the hospital, including mission statements, standard operating procedures, workplace policies, annual work plans, project plans, recruitment policies, procurement policies, and other policies required;

Undertakes other assignments assigned by the CEO of the hospital and Chief Physician of the Hospital.

### IV. Target Outputs (Measurable Results)

To be specified for the workplan of the TA.

### V. MIDA FINNSOM Requirements

1. **Transfer of skills**: one of the main responsibilities of the qualified Somali expatriate, and one which he/she will be measured against, will be to insure continuous and systematic transfer of knowledge and skills are related to the assignment it will have to be agreed with the beneficiary institutions, which civil servants will have to benefit from this knowledge.
2. **Work plan**: A work plan will have to be developed with the supervisor at the line Ministry during the first week of
assignment, which will provide clear and time bound activities to successfully implement the outputs of assignment.

3. **Monthly and final reports:** Monthly progress reports will be submitted by the incumbent to the Supervisor in the Ministry and to IOM Mogadishu MIDA Programme Officer.

### VI. Qualification

<table>
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<tr>
<th>Level of Education:</th>
<th>Master's Degree. In Organizational Management and leadership</th>
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<tr>
<td>Area of Study:</td>
<td>A university degree in one of management sciences and a master's degree in public health, health systems/services administration or education sciences</td>
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<td>Years of Work Experience in What Area(s):</td>
<td>At least 5 years of relevant experience</td>
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<td>Language Needed:</td>
<td>Excellent oral and written communication skills in English and Somali</td>
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| General Skills / Other Requirements: | 1. Technical expertise in the areas of human resources for health development, policies, planning and regulation, management of human resources, analysis of labor markets and work conditions.  
2. Expertise in health education, life-long learning, continuing education and professional development; quality improvement and accreditation of education programs and institutions.  
3. Expertise in strategic thinking, planning of human resources for health, information and information systems, political and stakeholder analysis, communication, negotiation methods, leadership development, health system performance.  
4. Leadership development, utilization of information and communication technologies and networking.  
5. Strong professional oral and writing skills, including the development of reports, oral presentations, and technical/persuasive documents |

### VIII: How to Apply

All applications must be sent to iomhelsinkimida@iom.int with the reference: Hospital Management Yardimeli”

As part of the application, applicants must provide a cover letter and CV before the closing date of the vacancy in order for each candidate to be considered.

Shortlisted candidates will be informed of the status of their application.