



NICHE International - Business Plan 2021-2022

Executive Summary

Newborn Infant and Child Health International (NICHE International) is a small, UK based, medical charity dedicated to improving the survival and health of newborn babies in resource poor areas of the world.

This is done by training health care workers using a specially developed Neonatal Care Course, which covers important topics identified by the World Health Organisation. Sustainability is then ensured by training local doctors and nurses to deliver this course themselves independently of UK trainers, using a recognised 'Train the Trainers' course.

NICHE International trainers have taught courses in Cameroon and Liberia and plan to start training in Uganda. We have partnerships with local health organisations and other UK based charities that work in these countries.

The charity is run by medically trained volunteers. There are no premises and no overheads. Funds come from grant giving bodies, charitable trusts and community fund raising.

Despite being a small charity with limited resources, NICHE International has been successful in training health workers in Cameroon and Liberia and supporting them to run their own courses and improve the quality of care they offer to newborn babies. There are of course challenges to offering neonatal care in resource poor areas, including skills retention, sustainability and finances, but the charity has strategies to tackle these.

The Organisation:

Who we are: a small medical charity working in international newborn care.

Mission: Our mission is to make outstanding care of newborn babies in the first month of life an everyday thing in resource poor areas of the world.

The need: Neonatal mortality (the number of deaths in the first 28 days of life per 1,000 live births) in the UK in 2019 stood at 3/1,000. Cameroon's was 26/1,000, Liberia's 32/1,000 and Uganda 20/1,000 (Source: <https://data.worldbank.org/>). The UN's 2016 Sustainable Development Goals (SDGs) are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity (<http://www.undp.org/content/undp/en/home/sustainable-development-goals.html>). SDG number 3 concerns Good Health and Well-being and, within it, is the goal to reduce neonatal mortality to at least as low as 12/1,000 by 2030. SDG number 17 is entitled "Partnerships for the Goals"; to be sustainable, there must be buy-in and collaboration from all parties.

Aim: to relieve sickness and to promote and protect good health in newborns within the developing world, in particular, but not exclusively, Cameroon. We work to reduce infant and child mortality by assisting in the provision of training courses and other healthcare projects to doctors, nurses, midwives and allied healthcare staff.

Objectives:

- To teach Neonatal Care provider courses to frontline practitioners from all sectors of health care in Cameroon and other low- and middle- income countries.
- To promote sustainability, by training local staff to become instructors and teach the Neonatal Care course to others.

Management of the charity: NICHE International is a Charitable Incorporated Organisation (CIO) in England, registered number 1174977. There are 6 trustees, 4 of whom are doctors, and the chair of the trustees rotates every 2 years. Trustees have experience working for teaching and medical charities in Cameroon, Liberia and other resource poor countries, in project management, post-graduate teaching, IT and business. All the trustees carry out the objectives of the CIO in a voluntary capacity and there is more information about each of them at <http://www.nicheinternational.org.uk/our-trustees/>. Meetings are held in accordance with the constitution.

Background and related experience:

The volunteers for NICHE International are doctors, nurses and resuscitation officers with appropriate clinical backgrounds who have been accredited by the Advanced Life Support Group (ALSG) and/or the Resuscitation Council (RC(UK)) to teach neonatal and other life support courses in the UK. All have considerable experience of instructing; most of them train instructors regularly in the UK, some of them are course directors and educators, one is the neonatal education lead for the European Resuscitation Council and all of them have knowledge and experience of teaching and/or working in low- and middle-income countries. Instructors are recruited through ALSG, and through teaching contacts of current instructors. Volunteer instructors from the UK have been donating considerable amounts of their time developing and facilitating courses in Cameroon every year since 2014. They ran the first two Newborn Care Courses in Liberia in November 2018 and are planning the first courses in Uganda for later in 2021.

The Newborn Care Course (NCC) was designed by ALSG (www.alsg.org) and the charity Maternal and Childhealth Advocacy International (www.mcai.org) especially for resource limited settings, and it has been further adapted by the NICHE International instructors over the last 5 years. The educational content and the governance of the course is overseen by the Strengthening Emergency Care Sub-Committee of ALSG. Two of the NICHE International trustees are members of this sub-committee.

The NCC uses simple equipment, and emphasises basic care, concentrating on the four areas identified by the World Health Organisation which contribute most to neonatal mortality rates: resuscitation at birth, early breast-feeding, skin-to-skin mother care to keep babies warm and recognition and management of seizures, infections and respiratory problems in early postnatal life ([https://www.who.int/maternal child adolescent/topics/newborn/enap_consultation/en/](https://www.who.int/maternal_child_adolescent/topics/newborn/enap_consultation/en/)).

The ALSG Generic Instructor Course (GIC) is widely regarded as one of the best short Train the Trainer courses available. It covers educational theory, and practical teaching assessment and feedback skills. Candidates learn how to run simulations, how to deliver effective lectures, teach clinical skills and run small group workshops. A GIC in the UK, run for 24 candidates, requires a course director, an educator who has a postgraduate qualification in adult education and 12 other trainers. NICHE International GIC trainers have been adapting this course since 2016 so that it can now be run for 12 candidates by just 5 overseas trainers (including the educator and course director). It has been delivered twice in Cameroon so far, once in Liberia and there are plans to deliver the first one in Uganda later in 2021 or possibly early 2022, coronavirus pandemic allowing.

Operational Plan:

Partnership:

In 2016, MCAI entered into a formal partnership with the Cameroon Baptist Convention Health Services (CBCHS) to provide NCCs in the anglophone regions of Cameroon. CBCHS provided teaching premises as well as in-country accommodation and transport for UK Instructors. MCAI provided volunteer instructors and training equipment and ALSG were educational guarantors for the course. MCAI was instrumental in successfully setting up the Newborn Care Courses in Cameroon and has now moved on to similar obstetric and neonatal projects in Liberia. NICHE International was set up in 2017 by the instructors previously working with MCAI, to continue the neonatal training in Cameroon - and the GIC courses in particular - in partnership with CBCHS and with a continued link with ALSG.

MCAI, ALSG and NICHE International entered into a formal partnership for the extension of this project to Liberia. NCCs and GICs were delivered in Liberia in 2018 and 2019.

NICHE International has partnered with Child Health Matters (CHM), Charity number 1184421, for the project in Uganda. This is another small medical education charity whose charitable object includes providing grants to support or assist in outreach programmes and public health education in the Ruhija area of Uganda.

Teaching plan and sustainability:

Aware that resuscitation skills in particular decline over time and that one-off infrequent courses are not considered particularly sustainable, NICHE International instructors have devised a 10-step route to local NCC faculty development and training self-sufficiency, which starts with delivery of a first provider course, and ends with a country having its own faculty to teach the courses and develop further instructors (see <http://www.nicheinternational.org.uk/sustainable-learning/> and Appendix 2). In this way, depending on the number of courses taught each year, the role of international instructors will decrease over 5-8 years. The NCC project is at step 8 currently in Cameroon and step 3 in Liberia, as depicted on the teaching plan below:

Steps do not necessarily equal years, nor even visits from UK instructors. More than one step can be covered per visit.										
COUNTRY										
Cameroon	2014	2016	2017	2018	2018	2018	2018	2019	2021	2022
Liberia	2018	2019	2019	2021	2021	2022	2022	2022		
Uganda	2021	2021	2021	2022	2022	2023				
Country 4	2024	2024								
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
	2 NCCs	1 st GIC	Local instructors supervised	Local instructors supervised	Training of local NCC course director	Local GIC instructor candidates (need to have taught on at least 4 NCCs)	2 nd GIC	UK instructors for GICs, no need for UK instructors for NCCs	Local GIC course director and educator shadowing UK equivalents	No UK instructors for either NCC or GIC

NB: The darker shaded areas denote the trips in 2021 and 2022 for which we are currently fundraising.

UGANDA

We will be starting the whole process in Uganda in 2021 as soon as international travel opens up. We will do a 10-day trip to facilitate 3 NCCs with 24 candidates each in Bwindi Community Hospital, Uganda followed by a second trip to run the first GIC and a further two NCCs to consolidate the new instructors' training. We have already identified an experienced and enthusiastic "newborn care champion" and suitable teaching facilities.

LIBERIA

There are now 8 fully trained local instructors in Liberia, one of whom can course direct. The instructors are currently teaching the skills to new neonatal nurse technicians in short sessions as the pandemic has stopped them being able to meet up to run full courses. We hope to get back to Liberia in 2022 to reinvigorate training courses there and refresh the local instructors' skills and confidence.

CAMEROON

Cameroon is NICHE's most developed project. There are now 20 fully trained Cameroonian instructors who are very active in continuing the training without any UK instructors on the ground. The pandemic related restrictions have emphasized just how important it is to train local instructors so that knowledge on newborn care can continue to be cascaded. The Cameroon Baptist Convention Health Services (CBCHS) funded three independent Neonatal Care Courses in 2020 and two in 2021. UK instructors are now only needed in Cameroon to teach the generic instructor course (GIC Steps 7 to 9). NICHE International has been asked to deliver another GIC in 2021. We have also considered remote instructor development sessions to continue the Cameroonian instructors' professional development and to prevent skills decay in both newborn care and in their teaching skills. So far, internet access and stability issues have proved a challenge and we are now planning to run the instructor development days (IDD) face to face as a 2-day course after the GIC in 2022.

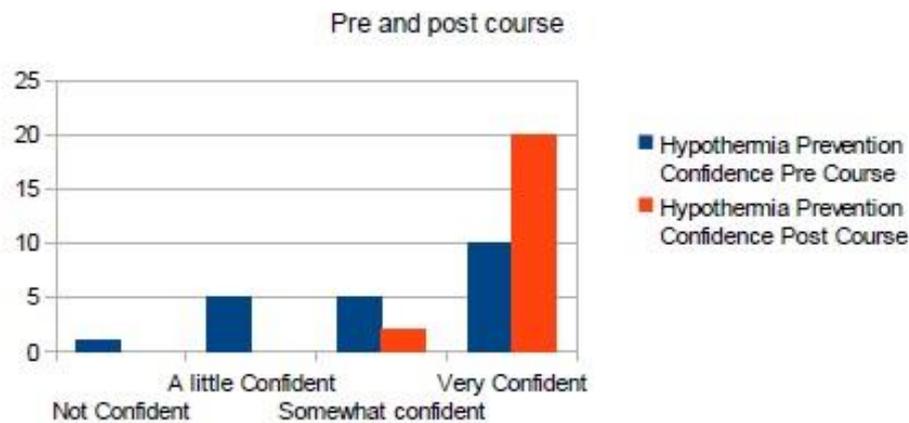
Impact in West Africa:

- Number of trained practitioners to date 300
- Number of trained trainers 28
- Number of babies cared for by NCC trained practitioners (@ 1,000 per annum per practitioner) 300,000
- Number of babies passing through skilled hands over a 20 year period 8.8 million

If each healthcare professional keeps his/her skills up to date and works for 20 years and the local instructors run even one course per annum between them, something akin to 8,800,000 newborn babies will have been cared for by NCC trained practitioners by the time this first cohort of local instructors retires.

We have observed improvements in practice, for example in hand washing and in the introduction of skin-to-skin mothercare. Feedback from candidates on the courses is collected, and training modified accordingly; sessions on handwashing techniques, intraosseous needle insertion, CPAP and the oxygen concentrator have all been added or extended over the years. A reduction in neonatal mortality is not easy to statistically prove so we collect data about confidence levels prior to and after the courses. It is known that an increase in confidence does lead to an increase in competence because it empowers the clinician to actually try the skill.

Hypothermia Prevention



We are particularly pleased that we are now in a position to take our senior instructor colleagues from Cameroon and Liberia with us to other African countries. Their clinical experiences are closer to those of the people we are delivering this training to than our own and their teaching styles and accents might also be more culturally appropriate than ours. This shared learning and non-hierarchical collaboration has been an unplanned bonus to NICHE International's projects.

What drives us on as a charity is that, whilst it is very hard to measure the economic outcomes of this work, the human value and potential for lives saved is immense. **The cost of the project to date works out as significantly less than 1p per baby safely seen through the first 28 days of life** which seems a very small price to pay.

Finances:

Funding for the training comes from charitable trusts, individual fundraising and grant giving bodies. There are no employees and no business premises. The 6 trustees run the charity in a voluntary capacity. Costs are for volunteers' expenses, training equipment, course manuals and support for local candidates and local instructors overseas.

Funds held as of March 2021:	Restricted	£1,810.00
	Unrestricted funds	£8,384.00
		<hr/>
		£10,194.00

We are fortunate to have financial help from Child Health Matters for the first trip to Uganda and will be fundraising this year for the second trip there which will be for the first Generic Instructor Course.

We are also actively fundraising for a third GIC in Cameroon and for the Instructor Development Days which we are developing.

Accountability:

In common with all CIOs, NICHE International submits annual accounts and reports to the Charities Commission and reports can be produced for individual funders as required by them. The annual report for the CIO's third year appears as Appendix 1 and the accounts to October 2020 are available on the Charity Commission website.

Strengths and challenges (with solutions):

Strengths:

- Significant expertise and experience of the volunteer instructors
- Experience and skills of all the NICHE trustees which is freely given
- Partnership with ALSG (educational and academic rigour)
- Partnership with CBCHS (increased chance of sustainability with this influential and committed local partner)
- Partnership with MCAI in Liberia (collaboration over neonatal nurse practitioner training and selection of suitable candidates, in-country links with UNICEF and WHO which mitigates against some of the risks of UK volunteers abroad)
- Sustainability with reduced costs with each course run, as fewer UK instructors are needed
- Strong, successful formula to the courses which can be taken anywhere in the world thereby promoting the achievement of sustainable high-quality health care.
- Good supply of enthusiastic, well trained and highly motivated volunteer instructors willing and able to give small aliquots of their time to this project which they feel is rewarding and worthwhile. Their involvement in courses overseas “counts” towards the time that ALSG and RC(UK) require them to do to maintain their instructor status.
- Fairly low-cost project with high impact, including positively influencing infant mortality rates.

Challenges and solutions:

- *Challenge:* Resuscitation skills need to be practiced regularly to ensure maintenance of knowledge. *Solution:* local refresher courses using equipment which NICHE leaves in country.
- *Challenge:* newborn care skills need local champions for attitudes and practices to be well embedded over time and to coordinate local instructors’ activities and maintenance of their skills. *Solution:* we have a local champion in all three countries where we are currently active and would only accept an invitation to a new country if a similarly enthusiastic, inspirational and influential person was willing to take on this role.
- *Challenge:* the November 2017 course had to be postponed due to civil unrest in the English-speaking areas of Cameroon and FCO advice against travel there. *Solution:* we mitigated this on-going risk by moving the course to the French speaking area for March 2018 and 2019 and organising for our anglophone instructors and many of the candidates to be bussed to Yaoundé. 2 of the UK instructors and 3 of the local instructors can speak French which helps the Yaoundé based learners whose first language is often French.
- *Challenge:* the course organisation relies heavily on full engagement from local hosts. *Solution:* we have achieved this in Cameroon because of excellent buy-in from CBCHS and in Liberia because of support from MCAI who are involved in similar grass roots projects and are well established in that country. Our experiences in Cameroon and Liberia will guide us in the future when we start to establish the course in other countries.
- *Challenge:* the GIC requires an educator who must hold a postgraduate qualification in adult education. *Solution:* currently one of the UK instructors is trained as an educator but we need to make contact with local educational institutions to find local educators and we might need to pay them which will require extra fundraising.
- *Challenge:* we need more robust outcome measures to objectively prove the worth of this project and to secure funding in the future. Data on neonatal mortality and stillbirths are collected in the anglophone regions but the current political problems in Cameroon mean that data are not clean. *Solution:* collect data from Liberia while the civil unrest continues in Cameroon. Collect robust data from the outset of the Ugandan programme.
- *Challenge:* the Covid-19 pandemic has stopped UK instructors travelling overseas to deliver the NCC and GIC. *Solution:* local instructors in Cameroon have continued to run full courses and in Liberia they have been delivering shorter training sessions with just 1 or 2 instructors. NICHE has developed and delivered some remote teaching sessions via Zoom.

Summary of costs:

Item 1: cost of sending one UK instructor overseas for 7-10 days to run two NCCs or two NCCs and 1 GIC (includes air fare, visa, immunisations, insurance, UK travel, instructor and educator CPD expenses, marketing and recruitment material, 2 uniform polo shirts)

£1500 per capita per course

There are 2 - 4 instructors for NCC courses (depending on learner numbers and local support and teaching expertise) and 5 instructors if teaching a GIC

Item 2: cost of each student's Newborn Care Course teaching kit to keep. (Includes training manual, stethoscope, fob watch, pen torch, ballpoint pen, notepad, cotton tote bag, knitted baby hats, certificate of achievement). Also allows for government employees' expenses.

£55 per capita per course

There are usually 24 learners on each NCC course and we run two or three NCCs per trip. 5 on each course in West Africa are government employees whose accommodation and travel are not provided by our partner organisations.

Item 3: cost of each instructor trainee's kit to keep. (Includes GIC instructors' booklet, log book, certificate of achievement, uniform polo shirt.) Also allows for travel and accommodation expenses for government employees who are not sponsored by our partner organisations.

£215 per capita per course

There are 8 - 12 learners on a GIC course of which 2 or 3 are government employees

Item 4: replacement teaching equipment per annum. Much of our small equipment is donated by UK hospital trusts but larger items such as bag valve masks (£15), manikins (£120), pulse oximeters (£200) and projectors (£400) have a cost per annum to upkeep and replace.

£1000 per annum

Item 5: teaching equipment which we leave in-country after the first GIC course so that the newly trained instructors have the tools to teach the skills with. (Includes a projector, a pulse oximeter and 1 or 2 simulation teaching sets which have in them, 4 manikins, 4 stethoscopes, 8 towels, 4 bag valve masks, 4 suction catheters, 4 nasal prong sets, 8 syringes, 4 blood collection tubes, 4 cannulae, 4 oxygen masks, 4 knitted baby hats)

£2000 per annum

We aim to leave this set in each country once we have local instructors. As with item 4, there is an annual upkeep and replacement cost.

Item 6: Emergency reserve fund. We have a responsibility for the safety of our instructors when overseas. We have appropriate insurance including Medivac (included in item 1) but we need to be prepared as an organisation to pay to remove instructors from a country in an emergency.

£5000 initially, topped up if necessary

There is a maximum of 5 NICHE International instructors overseas at any one time.

In 2021 and 2022, NICHE International intends to do the following (pandemic allowing):

July 2021	Uganda	3 NCCs only	3 UK instructors, 1 Cameroonian instructor
October 2021 or early 2022	Cameroon	1 GIC and 2 NCCs 1 IDD	5 UK instructors
November 2021	Uganda	1 GIC and 2 NCCs	5 UK instructors
April/May 2022	Liberia	2 NCCs +/- 1 GIC 1 IDD	2-5 UK instructors
November 2022	Uganda	1 GIC and 2 NCCs 1 IDD	5 UK instructors

Total cost of this ambitious 2-year programme:

£76,760

If less money is forthcoming, we can cut down on the number of learners or trips but still have a positive, lasting impact on newborn wellbeing. The first GIC in Uganda is the priority.

NCC Neonatal Care Course
GIC Generic Instructor Course
IDD Instructor Development Days

APPENDICES:

Appendix 1 Annual report 2019-2020

Appendix 2 10 steps to self-supporting faculty development

Appendix 1: Trustees' Annual Report for the period

From	Period start date	T	Period end date
	04 10 2019	o	03 10 2020

Section A

Reference and administration details

Charity name Newborn, Infant and Child Health Education International

Other names charity is known by NICHE International

Registered charity number (if any) 1174977

Charity's principal address 66 Ambler Road

London

Postcode N4 2QR

Names of the charity trustees who manage the charity

	Trustee name	Office (if any)	Dates acted if not for whole year	Name of person (or body) entitled to appoint trustee (if any)
1	Julia Thomson			
2	Sebastian Palmer			
3	Alistair Morris	Chair		
4	Alison Earley			
5	John Madar			
6	Alison Grove			
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Section B Structure, governance and management

Description of the charity's trusts

Type of governing document (eg. trust deed, constitution)	Constitution adopted 4 October 2017, amended 12 February 2018
How the charity is constituted (eg. trust, association, company)	Charitable Incorporated Organisation. The charity trustees are the only voting members.
Trustee selection methods (eg. appointed by, elected by)	Trustees are appointed for a term of two years by a resolution passed at a properly convened meeting of the charity trustees.

Additional governance issues (Optional information)

You **may choose** to include additional information, where relevant, about:

- policies and procedures adopted for the induction and training of trustees;
- the charity's organisational structure and any wider network with which the charity works;
- relationship with any related parties;
- trustees' consideration of major risks and the system and procedures to manage them.

There are 6 trustees, 4 of whom are doctors, and the chair of the trustees rotates. Trustees have experience working for teaching and medical charities in Cameroon, Liberia and other resource poor countries, in project management, post-graduate teaching and business.

The charity Trustees give their time voluntarily and receive no remuneration or other benefits in return for their work.

The charity operates a safeguarding policy and a code of conduct to which all trustees and volunteers must adhere.

In Cameroon, the charity works in partnership with the Cameroon Baptist Convention Health Services (CBCHS) in the Anglophone regions of Cameroon. Course candidates come from both the CBCHS health facilities and the government hospitals in all areas of Cameroon.

The charity has a Memorandum of Understanding in place with two other health education charities working in developing countries:

- MCAI (Maternal & Childhealth Advocacy International) registered as a SCIO No. SC043467
- Advanced Life Support Group (ALSG) Registered Charity 1045478

Risks relate to travelling and working in middle- and low-income countries with poorly resourced health systems and / or political instability. Each trip is risk assessed with reference to in-country advisors, the RSA travel assistance mobile app from healix.com and Foreign & Commonwealth Office guidelines.

The charity provides comprehensive travel and medical insurance. A Security and Safety Operating Procedures handbook (SOPS) is provided to all trustees and volunteers.

Section C Objectives and activities

Summary of the objects of the charity set out in its governing document

To relieve sickness and to promote and protect good health in the developing world in particular, but not exclusively, in Cameroon by working to reduce infant and child mortality by assisting in the provision of training courses and other healthcare projects to neonatal nurses, midwives and allied healthcare staff.

In planning our activities for the year, we have kept in mind the Charity Commission's guidance on public benefit at our trustees' meetings.

Our focus is to continue to teach the Neonatal Care provider courses to frontline practitioners from all healthcare sectors in Cameroon and other poorly resourced areas of the world.

These courses have been designed by ALSG and MCAI especially for resource limited settings and we have made further adaptations for our work in Cameroon and Liberia. Two of the charity trustees sit on the ALSG Strengthening Emergency Care committee, which oversees the educational content of the Neonatal Care Course.

Summary of the main activities undertaken for the public benefit in relation to these objects (include within this section the statutory declaration that trustees have had regard to the guidance issued by the Charity Commission on public benefit)

The course covers resuscitation at birth and problems which occur in the first weeks of life. Simple equipment is used and there is an emphasis on basic care such as breast feeding and skin-to-skin care in line with the World Health Organisation's 'Every Newborn Action Plan'.

We aim to promote sustainability by training local staff to become instructors and to teach the Neonatal Care course to others. Training local trainers is done through the ALSG / Resus Council Generic Instructor Course (GIC), which covers educational theory and practical teaching, assessment and feedback skills. We believe that training local instructors is vital for embedding new ways of working and for the sustainability of the project.

We work to encourage peer to peer skills practice among local health care staff.

We continue to develop partnerships with our in-country hosts in order to deliver these courses as widely as possible, and also with organisations in the UK which develop and promote healthcare courses and course materials which are designed for middle- and low-income countries.

Additional details of objectives and activities (Optional information)

You **may choose** to include further statements, where relevant, about:

- policy on grantmaking;
- policy programme related investment;
- contribution made by volunteers.

The volunteers who work for NICHE International are doctors, nurses and resuscitation officers with appropriate clinical backgrounds who have been accredited by the Advanced Life Support Group (ALSG) and/or the Resuscitation Council (RC(UK)) to teach neonatal and other life support courses in the UK. All have considerable experience of instructing, some of them as course directors, and also have knowledge of teaching in low- and middle-income countries. Instructors are recruited through ALSG, and through teaching contacts of current instructors.

These volunteers give up their time and expertise to deliver the Neonatal Care course alongside the qualified NICHE trustees.

Section D Achievements and performance

Summary of the main achievements of the charity during the year

The year started well with 4 instructors travelling to Liberia to run Neonatal Care Courses (NCC) and Generic Instructor Courses (GIC). Planning was underway for further instructor support in Cameroon but all face-to-face activities were put on hold due to the coronavirus pandemic. However, support for local courses and material preparation has continued. Fundraising ceased due to an inability to use the monies.

We were requested by MCAI to support their overall program of neonatal and paediatric training in Liberia by delivering both Generic Instructor Course and then Neonatal Care Courses supporting the newly qualified instructors. This followed our 10-step plan of sustainability.

4 UK instructors (paediatricians and resuscitation officers) travelled to Liberia – 2 remaining to deliver training in Monrovia and 2 travelling on to Zwedru to deliver local training there. Instructor candidates had been identified from previous training delivered in November 2018 and 8 potential instructors were trained and then supported in delivering the NCC. All 8 qualified as full instructors and are now able to deliver the courses independently in Liberia.

A total of 46 midwives, nurses and doctors were trained in a shortened 2-day Neonatal Care Course. All passed the courses successfully. Following this, there were plans to return to Cameroon to provide some instructor development to maintain the skills of the current instructors out there. Unfortunately this had to be postponed due to the travel restrictions.

Whilst we were unable to travel, members of the charity have updated and edited the latest edition of the Neonatal Care Course pocket book with MCAI. They have also edited and updated a new Paediatric pocket book to support MCAI training in Liberia.

Other members have worked on developing a distance delivered instructor development day using Zoom. We aim to deliver this in 2021.

Members also supported and quality assured 2 locally delivered Neonatal Care Courses in Cameroon (19-21 Aug and 14-16 Oct) in conjunction with the Cameroon Baptist Convention grant and local instructors. Some of the lectures were delivered by Zoom from the UK and UK instructors joined into the faculty meetings for both courses. A total of 40 doctors, nurse and midwives were trained. The faculty in Cameroon is becoming increasingly self-sustainable in their training.

Section E Financial review

Brief statement of the charity's policy on reserves

The charity currently holds no substantial reserves. The funds available have been used for charitable activities.

Should the charity be in the position to build up reserves in unrestricted funds, this would be used in the first instance to provide an emergency fund for the extraction of the charity's volunteers working overseas

Details of any funds materially in deficit

N/A

Further financial review details (Optional information)

You **may choose** to include additional information, where relevant about:

- the charity's principal sources of funds (including any fundraising);
- how expenditure has supported the key objectives of the charity;
- investment policy and objectives including any ethical investment policy adopted.

During first part of the year, funding came from a mixture of grants and fundraising by the trustees.

Due to the Coronavirus pandemic, we have not been in a position to carry out our usual training activities. As a result, we have been unable to apply for funding for specific projects.

All time given to online support of courses and material developed listed above has been carried out by charity's volunteers.

Funds currently held will be used to deliver our training courses – Neonatal Care Course (NCC) and Generic Instructor Course (GIC) – once travel restrictions are lifted.

Section F Other optional information

FUTURE PLANS:

It is challenging in the current climate to develop firm plans. We aim to pilot and deliver a remote instructor development day to maintain the skills and knowledge of the instructors in Cameroon. We will continue to support the Cameroon courses from a distance and firmly establish the faculty there to deliver courses.

The charity remains ready to commence delivery of our programme once travel restrictions allow. With Cameroon and Liberia both in a state of self-sustainability, new countries are being explored by the trustees.

Fuller details of NICHE International's background, achievements and future plans including costings may be found in the charity's current business plan which is on the website

www.nicheinternational.org.uk

Appendix 2: 10 Steps of NCC Faculty Development:

	Step 1	2	3	4	5	6	7	8	9	10
NCC Courses	1		1	1	1	1		1		
<i>Local Faculty</i>	0		4 ICs	4 ICs	4 full trainers 4 ICs (from step 1 GIC)	4 full trainers 4 ICs (from step 1 GIC)		4 full trainers (+ ICs as available)		
<i>Local Trainees</i>	24 NCC candidates		24 NCC candidates	24 NCC candidates	24 NCC candidates	24 NCC candidates		24 NCC candidates		
<i>Obligatory Outside faculty</i>	4 instructors, one to be course director		4 outside faculty* 1 to be course director	4 outside faculty* 1 to be course director	2 outside faculty (limiting factor is the OSCE)* 1 to be course director	2 outside faculty (limiting factor is the OSCE)* 1 to be course director		No obligatory outside faculty		
<i>Local Course Director</i>	No		No	No	No	1 local instructor to shadow outside course director.		Yes		
<i>Faculty Development</i>	8 local candidates to be chosen as GIC instructor Candidates		4 local instructors to do first Instructor candidate	4 local instructors to do second Instructor candidate	4 more instructors to do 1 st IC 4 Instructors doing 3 rd NCC instruction (2 IC + 1 full)	4 more instructors to do 2 nd NCC IC 4 Instructors doing 4 th NCC instruction (2 IC + 2 full) 1 to shadow course director				
			List of suitable local candidates to be chosen for GIC (8/ GIC session)							

GIC courses		1				1	1	1	1
<i>Local NCC Instructor Candidates</i>		8				8	8	8	8
<i>Local GIC Instructor Candidates</i>						4 #	4 #	4#	4#
<i>Obligatory Outside Faculty</i>		All i.e. Instructors (x 4) Course Director Course Educator				2 i.e. Course director + Educator	2 i.e Course director + Educator	1 i.e Course director (1 local GIC instructor to shadow course director) Local educator possible	0
<i>Total Local Providers Trained</i>	24	24		48	72	96			
<i>Local NCC Trainers trained</i>	0	8 ICs	8 ICs	8 ICs	4 Full NCC instructors 4 NCC ICs	4 Full NCC instructors 4 NCC ICs	8 full instructors	8 full instructors	
<i>Local NCC course director</i>	No	No	No	No					Yes

Terminology:

NCC = Neonatal Care Course i.e. to train in provision of neonatal care

GIC = Generic Instructor Course i.e. to train trainers for NCC

IC = Instructor Candidate i.e. someone instructing on a course under supervision. NCC IC = instructing on NCC under supervision. GIC-IC = instructing on GIC under supervision.

Full Instructor = instructor who has successfully trained as a supervised Instructor Candidate (i.e. IC).

Footnotes:

*24 OSCEs required. If OSCE to be examined by pairs of two then pairs of 1 outside and 1 local trainer can be developed fairly quickly i.e. 2 pairs of outside examiners with an observer each. Each of these local observers will then join one of the outside instructors who will do the first OSCE and the local instructor will do the second.

those who have trained on 4 courses at step 6

A visual representation of the 10 steps to sustainability in action:



We teach the first Neonatal Care Courses (NCC) ourselves and identify people with instructor potential



We use the Generic Instructor Course (GIC) to train local instructors



We mentor the new instructors through their first two Neonatal care courses as instructors

Next steps:

- Train local instructors as GIC instructors **Step 9**
- Source a local educator for GIC courses
- Train a local GIC instructor as a GIC course director **Step 10**



We leave the local instructors to run their own Neonatal Care Courses



We support them through their first faculty meetings and while they are learning to direct a course on their own

