



## Terms of Reference

### Training of the Health Center's Management Team on planning , implementation and monitoring of health services in Dibra and Fier region.

#### 1-Background

The **Health for All Project in Albania (HAP)** is funded by **Swiss Agency for Development and Cooperation (SDC)** of the **Swiss Government** and is being implemented by HAP Centre. Its overall goal is that the Albanian population, including the most vulnerable, benefit from better health due to improved primary health care services and health promotion activities.

Primary Health Care Centres, finding themselves in a demanding environment, are seeking greater creativity and productivity to scale up their services. Health workforce competencies are considered crucial for planning and attaining high-quality health care in the current market of health services provision, and given the rapid developments of health care technology.

Primary Health Care Centres are known to be difficult entities to manage. Managers of health centres play a critical role in the smooth running of the organization, and are responsible for their employees, facilities, equipment and for the quality of health-care services. Taking in consideration this fact, Managers of health centers are constantly required to have a high level of management knowledge and skills

Considering the current level of knowledge and skills of the managerial team of the health centres in Diber and Fier (regions where HAP is implemented), the project intends to provide, through an experienced organization/company, short term training and coaching in **Annually Planning, Implementation and Monitoring of Health Services** for the managerial teams of six Health Centres from the two regions. The managerial team of each health centre is composed by the director, head nurse and economist. A detailed training plan and topics to be covered is presented in **Annex 1**.

The direct beneficiary of the training is the management team of Health Centres in Diber and Fier Regions. The indirect beneficiaries are staff of the Health Centres, Health Insurance Fund, Public Health Directorates and patients.

#### 2. Objective:

Upon completion of the training, the management team of each health centre will be capacitated to **prepare the operational/annual plan of the health centre**.

##### ***Specific objectives:***

It is expected that after the training the participants should be able to:

- Develop the competences and skills of the managerial team on planning, implementation and monitoring of health services
  - Identify the main groups of determinants of the health status.
  - Relate health center plan to national policy and strategies.
  - Distinguish between short- medium- and long-term planning.
  - Outline the planning cycle.



- Perform a situation analysis based on the area health profile,
- Identify and analyse health service problems.
- Apply a systematic approach toward prioritization of identified problems.
- Develop objectives and service targets.
- Prepare annual plan and budget.
- Identify and use monitoring and evaluation tools.

### **3 Methods, Approaches, Activities and Deliverables**

The selected provider will develop a budgeted plan of activities displayed in the Annex 1, focusing on “Training of HC managers in planning, implementation and monitoring of health services”.

Budgeting of the activities should take into account the settings of implementation, targeted groups, time lines, required items and how they are going to be supervised and monitored. The budget proposal should be prepared according to the template in Annex 2

#### ***Approaches:***

1. This consultancy will be a combination of training and coaching sessions. (For example: x days training and x number of coaching sessions for each managerial team)
2. A 5-days in-class training will be provided to all management teams. In order to allow the everyday functioning of the health centers, the in-class training will be organized sequentially in two or three sessions ( depends on the provider’s approach)
3. The provider will carry out a total of three to five individual coaching sessions for each managerial team at their workplace. The duration of each coaching session will be maximally three hours.
4. Training materials should be in line with documents developed by the Ministry of Health and Health Insurance Fund (Package of services, Contract of Health centres with Health Insurance Fund, etc)
5. Training modules prepared for the identified training topics must contain not only theory but be accompanied with concrete examples and case studies. The examples and case studies should be related to managers’ activities, based on data and information collected during the visits of Health Centres

For the implementation of the contract the selected provider will work closely and collaboratively with the Project Manager and HAP Accountability & Governance Officer. HAP Accountability & Governance Officer will ensure that the provider performs the activities as planned and in line with the contract.

#### ***Activities:***

1. Review various documents that describe the roles and responsibilities of managers in the Health Centres (The contract between HIF and the Directors of the HC, the package of services, the status of the HC)
2. Visit some Health Centres in Diber and Fier Regions and organize meetings with their managers:
  - to better understand of the role and responsibilities of the managers,
  - to do a rapid assessment of the specific training needs of the management teams regarding the annual planning and the possibility to apply the new knowledge and skills





3. Develop the training module for all identified training topics (see Annex1). An important part of the training module, except the theoretical material, should be practical examples and cases that managers encounter during their work and how they can be solved;
4. Prepare the agenda of training activities and share with HAP team;
5. Conduct in Tirana a 5-days in-class training (accredited training) according to the identified topics. The training will be organized sequentially in two or three sessions.
6. Coach the managerial team of each health centre in the implementation of acquired knowledge and collection of needed data for the next sessions of training. The provider will carry out a total of three to five individual coaching sessions for each managerial team at their workplace. The duration of each coaching session will be up to three hours.

For a more detailed information see the list.(Annex 1)

***Deliverables:***

During the execution of the contract and in accordance with the contractual terms, the contracted provider will make available to HAP the following:

1. The final plan and respective budget for the implementation of the activity, this plan will be prepared during the first two weeks after the signing of the contract
2. Training module
3. Agenda of the training activity
4. Final report on the activities organized in line with the implementation plan
5. Signed list of the participants; the list of participants should provide gender and institution/organization of participants
6. Final report and the Beneficiaries Report ( attached to this document)

**4 Documents to be submitted with the offer and criteria for considering the proposals**

- A. Technical offer describing the approaches to be adopted for carrying out the training activity (1 page);
- B. Financial offer according to the template in Annex 2
- C. The applicant company should have previous experiences with activities on capacity building in health planning, implementation and monitoring. Evidences of experience are proved through:
  - o Copy of the registration of the organization
  - o Professional CV of the Organization.
  - o CVs of main trainers/facilitators who will be engaged in the implementation.
- D. The company should confirm that it is be able to issue an invoice (VAT or A4) based on the service contract.

**5. Contractual aspects**





For the implementation of the contract, the provider will work in close collaboration with and under supervision of HAP project manager, HAP Accountability and Transparency Specialist, and local coordinators. The specialist on Accountability & Transparency will support the provider to perform the activities as planned and in line with the contract.

HAP will provide to participants the printed training materials and will be responsible for the logistic support during the training delivery.

### ***Time Frame***

The implementation of the activities of the plan should take place starting from the day signing of the contract up to the end of December 2017

### ***Payment for the work/service provided***

The provider will be paid for each activity completed according to the budgeted implementation plan. The details of the payments will be established in the contract between HAP Center and the provider.

### ***Deadline for application***

Offers should be submitted in electronic version, labeled: “**Training of the Health Center’s Management Team**” within **29th September 2017, 5pm**, to the e-mail address: [info@hap.org.al](mailto:info@hap.org.al) or by post to the below address:

**HAP Centre**  
**Street “Themistokli Gërmenji”, Pall.10, Kati II, Apt.1**  
**Tirana, Albania**





## **Annex 1**

7. Review various documents that describe the roles and responsibilities of managers in the Health Centres (The contract between HIF and the Directors of the HC, the package of services, the status of the HC)
8. Visit some Health Centres in Diber and Fier Regions and organize meetings with their managers:
  - to better understand of the role and responsibilities of the managers,
  - to do a rapid assessment of the specific training needs of the management teams regarding the annual planning and the possibility to apply the new knowledge and skills
9. Develop the training module for all identified training topics (see Annex1). An important part of the training module, except the theoretical material, should be practical examples and cases that managers encounter during their work and how they can be solved;
10. Prepare the agenda of training activities and share with HAP team;
11. Conduct in Tirana a 5-days in-class training (accredited training) according to the identified topics. The training will be organized sequentially in two or three sessions.
12. Coach the managerial team of each health centre in the implementation of acquired knowledge and collection of needed data for the next sessions of training. The provider will carry out a total of three to five individual coaching sessions for each managerial team at their workplace. The duration of each coaching session will be up to three hours.

### **Identified topics:**

#### **1. Basic Concepts of Planning**

- Health Planning
- Planning cycle
- Important Issues to Keep in Mind During the Planning Process

#### **2. Preparation for planning**

- Preparatory activities
- Health profile of the area

#### **3. Steps in the planning process**

- Situation Analysis and Problem Identification
- Problem Analysis and Prioritization
- Setting Objectives and Targets
- Developing interventions
- Define recourse requirements
- Preparation of annual plan and required budget

#### **4. Implementation of annual plan**

- Effectiveness
- Efficiency
- Timeline





## 5. Monitoring and evaluation

- Definition of Monitoring and Evaluation
- Indicators, definition, type of indicators
- Tools of Monitoring and Evaluation

