

Terms of Reference

International consultant: Consultancy to support conducting a training for trainers for hospital managers in Tunisia

This consultancy is requested by:

Unit:	WCO Tunisia
Department:	Health Systems Team

1. Purpose

The project consists of recruiting 7 expert trainers, to conduct a modular Training of Trainers for Hospital Care and Management to develop a network of national trainers who will be responsible to roll out the capacity building program for hospital managers working in Tunisia.

2. Background and rationale

In Tunisia, Health care is provided in facilities mainly owned and run by the Ministry of Health. Hospitals are complex institutions that are key components of health care systems. There are 169 hospitals in Tunisia; including 24 university hospitals (CHU) and specialized centres which act as tertiary, 35 regional hospitals which act as secondary hospitals (24 governorates), and 110 district hospitals which provide primary health care with some inpatient services.

Hospital Directors are among the most important posts having impacts on health services, health system functions and their developments. Strengthening the leadership and management capacity of these senior managers is important and they must be continuously trained and made aware of the up-to-date management skills and systems. A significant proportion of these managers have inadequate formal and/or informal training on hospital/health care management, and lack of plans to promote continuity of professional development.

Upon the request from the Ministry of Health, Tunisia, the WHO and MOH are proposing to collaboratively design a modular Training of Trainers (TOT) for Hospital Care and Management (HCM) program to develop a network of national trainers who will be responsible to roll out the HCM capacity building program for hospital managers working in Tunisia.

The Proposed program has been designed in a modular format and contains seven important topics in hospital care and management, including Governance, leadership, and strategic thinking; Human Resource Management; Hospital Financial Management; Quality Improvement and Patient Safety; Hospital Supplies and Supportive Services; Hospital Emergency and Disaster Management; and Hospital Information Management. The TOT information is detailed in Appendix 1.

It is anticipated that, this training program contributes to better tackle the institutional needs of hospitals, and the entire health system of Tunisia. After the ToT program, the materials for each module will be contextualized by trained national trainers.

The WHO is seeking offers for supporting the implementation of the Hospital Managers Training Program in Tunisia through the recruitment of expert trainers in the listed areas to conduct the training of trainers in Tunisia from 9 to 14 September 2024.

3. Timeline and level of effort

Start date: 20 July 2024

End date: 31 December 2024

4. Work to be performed

The expected outputs and deliverable of the Agreement for performance of work are described below.

The work to be performed consists in recruiting 7 experts to conduct the training of trainers, whose tasks are:

- Review the existing educational materials and make any necessary modifications (as preparation for the course).
- Communicate with the national focal point for each module to provide the required actions before the course (as preparation for the course).
- Conduct the training of trainers in Tunisia from 9 to 14 September 2024
- Ensuring evaluation of participants work and collaboration for adapting training material to Tunisian context
- Collaborate with the Tunisian trainees to adapt the content of the training to Tunisian context to deploy the training for hospital managers

The bidder will preselect trainers who fulfil the requirements (TORs) provided by WHO. Final selection of trainers will be conducted jointly with WHO team (Mr Hamid Ravaghi, Mr Henrik Axelson and Ms Ines Fradi)

The bidder will contract with the trainers according to the selected bidder procedures.

Contracts should cover the following costs for training package including 6 days of training, material preparation, evaluation of participants work and collaboration for adapting training material to Tunisian context.

Transport and accommodation for the week of training in Tunisia will be covered by WHO country office Tunisia.

A kick-off call with WHO Country Office will be organized to review deliverables, agree on deadlines of deliverables, and decide on working arrangements.

The bidders will ensure that deliverables are delivered according to the convened timelines. Payment of the contracted trainers by the bidder will be authorized after WHO clearance.

The deliverables to be submitted by the bidder are as follows:

Deliverable 1: Signed contract with the expert trainers

Deliverable 2: Final report of the TOT including participants evaluation.

Deliverable 3: Oversight report about the trainees capacities to adapt the training package to the Tunisian context.

5. Technical Supervision

The selected consultant will work under the supervision of:

Responsible Officer:	Mr Henrik Axelson, Health Systems Adviser	Email:	axelsonh@who.int
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Supervisor:	Mr Hamid Ravaghi	Email:	ravaghih@who.int
Supervisor:	Ms Ines Fradi	Email:	fradii@who.int

6. Qualifications:

- 5 to 10 years of experience in education and training programs.
- International certification in managing trainings.
- Experience with hiring international trainers in different fields.
- Successful projects with other international agencies including UN agencies.
- Excellent level of French, English (oral and written).

7. Place of assignment

The selected organization will carry out the work remotely with support from the WHO Country Office Tunisia.

8. Medical clearance

NA

9. Travel

NA

10. Payment schedule:

Deliverable	Date	% of total
Countersigned contract	15 August 2024	0%
List of selected trainers Signed contract with the expert trainers	31 August 2024	20%
Final report of the TOT including participants evaluation	30 September 2024	60%
Training material adapted to Tunisian context in collaboration with WHO team and Tunisian trainees	31 December 2024	20%

Appendix 1: Training of trainers information

- **Participants:** In total, 70 participants (academics, hospital managers and experts) will participate in the TOT course. For each module, 7 trainers will be participating to the TOT
- **Course material:** the course materials will be provided by WHO. It has to be shared with participants prior to the TOT to enable them to get familiarized with the training design and has experienced going through the different sessions and exercises.
- **Mode of Training:** the course will use various adult teaching and learning methodologies. Sessions will constitute a mix of; Interactive lecture sessions, plenary sessions, group exercises & brainstorming, Simulation exercises and other skilled activities, and Panel and case-studies dialogues. The course will be conducted in French. The focus of the training is to provide the needed knowledge and develop minimum skills set to deliver an effective training. Practical exercises and demonstrations will be the mainstay of the training to enhance facilitation skills and manage training activities.
- **Duration of TOT program:** The program will be delivered over 6 days. The first day includes the context and objective of the training, the role of Hospitals in Health Systems, training methodology, and structure of the course. Over the four following days, parallel sessions will be conducted, and each module team will work in dedicated rooms but in same venue. Last day will provide the opportunity for facilitators integrate and link different modules toward effective hospital care and management. In addition, the process of rolling out of hospital management training program and the role of the WHO and the MOH in this regard will be discussed and clarified.
- **Assessment Process:** the course will utilize various assessment tools to ensure that the participants upon completing the course have the needed knowledge and skills as a qualified facilitator in the training program. The course will use pre and post-test as a tool to assess the improvement of the learning of participants. In terms of practical exercises, it is proposed that 3 presentations will be required from the participants during the course. This includes an informing presentation to assess general communication and presentation skills, the second will be a session related to concerned HCM module to assess the participants on how to deliver session including expertise on the subject and the third one will be a team-teaching presentation in which a group needs to plan and deliver the training as part of a team. This involves assigning roles, setting up training facilities, equipment and AV Aids and coordinates a smooth delivery of sessions. An evaluation form will be used to assess the presentation and a minimum score needs to be completed to pass the exercises.
- **Language:** The language will be in French.
- **Sharing the training materials:** It is proposed that all course materials are hosted on an electronic shared repository. WHO country office will be instrumental in facilitating communication between the thematic teams.
- **Proposed date and venue for TOT Program:** TOT program is proposed to be convened on 9-14 September 2024 in Tunis, Tunisia.