



TERMS OF REFERENCE

Development of a learning management system (LMS) platform for Emergency Medical Services (EMS) to train healthcare staff working in emergency medical care in Albania

PROJECT: SOLIDAR – TOGETHER IN HEALTH EMERGENCIES	
Category:	Service Provider
Corresponding to Outcome:	Outcome 2: Strengthen Emergency Medical System
Support for Activity:	Activity 2.1.8 Create an e-learning platform for the provision of online trainings for doctors, nurses and other health professionals involved in health/medical emergency.
Period of assignment:	16.07.2025 – 30.07.2026

1. BACKGROUND

Albania, located in the Western Balkans, is a country in transition, working to develop an open-market economy and democratic governance. Despite progress in health sector reforms aimed at improving service delivery and quality, critical gaps remain in emergency preparedness and response.

The 2019 earthquake and the COVID-19 pandemic exposed weaknesses in Albania's emergency response system, particularly at the primary healthcare (PHC) level. The 2019 earthquake directly affected 11 municipalities, causing significant damage and highlighting the lack of coordination and infrastructure needed to handle large-scale emergencies. The COVID-19 pandemic further strained the healthcare system, disrupting services and increasing mortality rates.

Contributing factors include poverty, inadequate infrastructure, and rapid urbanization, which increase community vulnerability during emergencies. Limited training and insufficient coordination among healthcare institutions further weaken the country's ability to respond effectively.

To address these challenges, the Swiss Government, through the Swiss Agency for Development and Cooperation (SDC) launched the SOLIDAR Project. This four-year initiative aims to strengthen Albania's health emergency preparedness and response system.

The SOLIDAR Project is structured around three key outcomes:

- 1) Strengthening the Health Emergency System by enabling public health actors to engage in effective preparedness and response;
- 2) Strengthening Emergency Medical Services, by providing high-quality care at all levels, with a specific emphasis on Primary Health Care; and
- 3) Strengthening Community Engagement, by fostering a constructive dialogue between citizens, Civil Society Organizations (CSOs), and the Government, thereby building resilience to public health emergencies.

Under Outcome 2, a key priority is the development of a Learning Management System (LMS) and related accredited online training content to support continuous professional development for healthcare professionals in 24/7 Health Centres (HCs) and Municipality Hospitals (MHs). Three distinct but interlinked consultancies will support this effort: an IT service provider to build the LMS platform, a Subject Matter Expert (SME) to develop medical training content, and an Instructional Designer to ensure effective digital learning design and integration.



2. RATIONALE

The effectiveness of EMS in Albania's PHC system is constrained by insufficient training and limited resources. Healthcare staff working in 24/7 HCs and MHs are on the frontline of emergency response and require continuous skill development to effectively manage health emergencies. In-person training is costly and logistically challenging. An LMS will enable remote, self-paced learning with accredited training modules, overcoming geographical barriers and improving emergency preparedness.

Furthermore, the platform aligns with international best practices, where online training has been widely adopted to address similar healthcare capacity challenges. Recognition of training credits by the Agency for Quality Assurance in Health Care (ASCK) will incentivize participation and foster a culture of continuous learning.

3. ASSIGNMENT OBJECTIVE

The primary objective of this assignment is to establish a comprehensive and fully operational LMS platform that meets the training needs of healthcare professionals working in 24/7 HCs and MHs in Albania.

The platform should serve as a long-term tool for continuous professional development, enabling healthcare professionals to remain updated on best practices and new developments in emergency preparedness and response.

4. SPECIFIC OBJECTIVES

The primary objectives of this assignment are as follows:

- To identify and customize a suitable open-source online training platform that is user-friendly, and scalable to host training programs tailored to targeted audiences, and compatible with various devices (including offline accessibility).
- Implement progress tracking (monitoring and evaluation system) and certification features to monitor user performance and training completion.
- To establish a sustainability framework to ensure effective use and long-term viability of the platform.
- To provide training to system administrators on the effective use of the platform.
- To provide ongoing technical support and maintenance for the platform during the service period.

5. SCOPE OF WORK

The scope of work for this assignment includes the following key tasks:

- Engage with key stakeholders, including the hosting entity and end-users to define platform requirements.
- Identify and propose a suitable open-source online training platform that can be customized to meet the needs of the hosting institution and targeted end-users, allowing multilingual support, user-friendly navigation and compatibility with various devices and offline accessibility features.
- Provide guidance on platform technical parameters for SCORM integration.
- Establish and incorporate mechanisms to track user progress, record completed modules, and possibility to issue certificates with ASCK credits. This process must align with the professional relicensing requirements of healthcare staff.
- Train the hosting entity's administrators on platform management, content updates, and basic troubleshooting and develop user manuals.

- Pilot the platform with a small group of users to gather feedback to address technical issues and improve user experience.
- Develop user manuals and provide step-by-step guidance on accessing and completing training modules.
- Deploy the customized platform and ensure it is fully operational, including setting up backend systems, user accounts (for testing), and security protocols.
- Provide ongoing technical support, troubleshooting, and periodic updates.
- System needs to be set-up to monitor platform usage, module completion rates, platform performance, user engagement and user satisfaction.
- Provide regular progress reports and recommendations for further improvements.
- Propose a sustainability plan, including financial models, content updates, and long-term technical support.

6. DELIVERABLES

In the context of the consultancy service, the following deliverables are expected from the service provider, subject to approval by the SOLIDAR Project:

- **Needs assessment report:** A detailed report outlining the objectives, applied methodology and key findings from the needs assessment. The report should emphasize the platform's essential requirements and technical features as well as priorities for developing and launching the first online training module for healthcare staff.
- **Customized fully operational LMS:** A fully operational online training platform tailored to the needs of the hosting institution and targeted users from 24/7 HCs and MHs, featuring user-friendly navigation, multilingual support (if needed), and integrated tracking and accreditation mechanisms.
- **User & administrators' training sessions:** Delivery of targeted user training sessions for hosting institution (administrators of LMS platform) on platform usage, supported by user manuals, instructional videos, and troubleshooting guides.
- **Technical support plan:** A clear and actionable plan for hosting institution outlining the provision of ongoing technical support, including protocols for troubleshooting, updates, and periodic enhancements.
- **Monitoring and Evaluation system:** A robust system on LMS to track key performance indicators (KPIs) such as module completion rates, user satisfaction, and platform usage metrics, along with regular progress reports.
- **Final report:** A comprehensive report summarizing the implementation process, key achievements, challenges encountered, and lessons learned, along with recommendations for sustainability and future improvements.

7. APPROACH

The organization should adopt a participatory, evidence-based and user-centered approach to ensure the platform and content is relevant, effective and sustainable. Key components of the approach should include:

- **Inception phase** (months 1–3): Conduct consultations with stakeholders and assess training needs; define technical specifications and finalize the platform design.
- **Development phase** (months 3–6): Customize the LMS to meet training and accreditation requirements; integrate progress tracking, certification issuance, and user support features. The IT company will work closely with another company that will be in charge of developing training content that is context-specific, and is aligned with international standards (this company will be selected by the SOLIDAR Project in a separate effort). The IT company will be



responsible for ensuring that the content of training materials meets the technical requirements of the LMS.

- **Pilot and refinement phase** (months 6–8): Test the platform with a small user group of healthcare professionals from targeted 24/7 HCs and MHs and gather feedback; refine platform functionality and content based on user input.
- **Implementation phase** (months 7–8): Fully deploy the platform and ensure all users across all targeted facilities have access to the platform and receive necessary login credentials. Provide administrator training (hosting institution) to orient them on the use of the platform.
- **Support and evaluation phase** (months 9–12): Provide ongoing technical support and regular updates; monitor platform usage and performance, resolve technical issues, and make improvements based on feedback.
- **Monitoring and evaluation:** Establish key performance indicators (KPIs) to track the platform’s success, including user engagement rates, module completion rates, platform performance, and feedback scores (user satisfaction). Prepare periodic reports summarizing achievements, challenges, and recommendations for long-term improvements.

The approach will be guided by the following principles:

- Joint planning and coordination: From inception, the three parties will hold joint sessions—convened by the SOLIDAR Project—to define expectations, timelines, and interdependencies. Coordination with the National Medical Emergency Center (QKUM) and the Agency for Quality Assurance in Health Care (ASCK) will ensure contextual and accreditation alignment.
- Learner-centered and modular design: All modules will follow a modular structure with clearly defined learning outcomes, interactive instructional components, and integrated assessments. Content will reflect the everyday realities of healthcare professionals in 24/7 HCs and MHs.
- SCORM-compliance and LMS compatibility: Training content will be developed and structured in SCORM-compatible format and other LMS-ready formats as needed. The IT company will guide and support SME and Instructional Designer to ensure technical integration is smooth.
- Pilot testing and iterative refinement: A pilot phase will be conducted in selected regions (minimum 3 Health Centres and 2 Municipality Hospitals). Feedback from healthcare professionals will be collected and jointly analyzed by the SME, Instructional Designer, and IT company to refine both platform functionality and training content.
- Accreditation alignment: The SME, supported by the Instructional Designer, will ensure that all training modules meet ASCK standards and contribute to professional relicensing (CME credits).
- Sustainability and usability: The LMS will be equipped with user guidance, admin training, monitoring and evaluation tools, and user support mechanisms to ensure long-term usability by QKUM and other national stakeholders.

The regions where the SOLIDAR Project is working during the implementation phase are shown below:

Table 1: Territorial areas of intervention

No.	TACA	Regional Operator	Municipality	Name of health facility	Type of health facility
1	Fushë-Kruja – Kruja – Kamza – Vora	Tirana	Kruja	Kruja Hospital	Municipality Hospital
			Fushë-Kruja	Fushë-Kruja HC	24/7 Health Center
			Kamza	Kamza HC	24/7 Health Center
			Vora	Vora HC	24/7 Health Center



No.	TACA	Regional Operator	Municipality	Name of health facility	Type of health facility
2	Puka – Fushë-Arrëz – Luf – Qelëz – Gjegjan	Shkodra	Puka	Puka Hospital	Municipality Hospital
			Fushë-Arrëz	Fushë-Arrëz HC	24/7 Health Center
			Puka	Luf HC	24/7 Health Center
			Puka	Qelëz HC	24/7 Health Center
			Puka	Gjegjan HC	24/7 Health Center
3	Velipoja – Dajç	Shkodra	Shkodra	Velipoja HC	Regular Health Center
			Shkodra	Dajç HC	Regular Health Center
4	Malësia e Madhe	Shkodra	Malësia e Madhe	Malësia e Madhe Hospital	Municipality Hospital
5	Tepelena – Përmet – Këlcyra	Vlora	Tepelena	Tepelena Hospital	Municipality Hospital
			Përmet	Përmet Hospital	Municipality Hospital
			Këlcyra	Këlcyra HC	24/7 Health Center
6	Cërrik – Belsh – Gramsh – Peqin	Elbasan	Gramsh	Gramsh Hospital	Municipality Hospital
			Peqin	Peqin Hospital	Municipality Hospital
			Cërrik	Cërrik HC	24/7 Health Center
			Belsh	Belsh HC	24/7 Health Center

8. QUALITY ASSURANCE

The organization will ensure:

- **Compliance with standards:** The platform adheres to international best practices for online training delivery, usability, and accessibility.
- **Optimized user experience:** The platform is intuitive, user-friendly, and accessible to users with varying levels of technical proficiency. Users are able to provide feedback and user feedback is actively taken into consideration for improving the platform’s usability and overall user experience.
- **Thorough testing and validation:** The organization performs rigorous testing of the platform to identify and resolve technical bugs or errors before the platform’s launch. This includes validating the system’s functionality, including its ability to track user progress, issue certificates, and maintain data security.
- **Regular monitoring and evaluation:** A monitoring framework is established to evaluate platform performance and usage metrics, including possibility to conduct periodic reviews to identify areas for enhancement and ensure sustained quality.

9. SERVICE PERIOD

The assignment is expected to be completed within 12 months from the start date (16.07.2025) to end date (30.07.2026). Critical milestone deliverables for the assignment are as follows:

Deliverables	Deadlines
Inception phase (months 1-3)	
Needs assessment, finalize platform specifications (m 1-2)	16.07.2025 – 15.09.2025
Detailed workplan and timelines (m 2)	16.08.2025 – 15.09.2025
Selection of LMS (m 3)	18.09.2025 – 29.09.2025
Development and pilot testing phase (months 4-6)	
Develop and customize the LMS (m 3)	16.10.2025 – 15.11.2025
Implement the monitoring and evaluation system to assess platform impact and usage (m 4-6)	16.11.2025 – 15.01.2026
Conduct pilot testing to gather feedback and refine the platform and modules (m 6)	16.12.2025 – 15.01.2026
Implementation phase (months 7-8)	



Deploy the finalized platform for use by 24/7 HC and MH staff (m 7-8)	16.01.2026 – 15.03.2026
Deliver user training sessions and materials (m 7-8)	16.01.2026 – 15.03.2026
Monitor early adoption and address any immediate technical issues (m 7-8)	16.01.2025 – 15.03.2026
Support and evaluation phase (months 9-12)	
Provide ongoing technical support and periodic updates (m 9-12)	16.03.2026 – 15.07.2026
Deliver the final project report summarizing achievements, challenges, and lessons learned (m 12)	16.06.2026 – 30.07.2026

10. QUALIFICATION AND SELECTION CRITERIA FOR THE ORGANIZATION

The organization should have the following qualifications and/or resources in order to address effectively and timely the specific requirements of the proposed assignment:

- Proven experience in developing and managing online training platforms and e-learning solutions.
- Experience in health-related or emergency medical services (EMS) projects preferred.
- Strong project management and stakeholder engagement skills.
- Availability of a multidisciplinary team, including digital learning strategist, LMS developers, and instructional designers.
- Successful completion of similar assignments in Albania or comparable contexts.
- Knowledge of ASCK accreditation requirements and compliance standards.

11. PROPOSAL REQUIREMENTS

Interested organizations should submit:

- **Technical Proposal:** A detailed technical proposal document outlining the following key components: *a) understanding of the assignment; b) methodology and approach; c) technical expertise and experience; d) capacity building and training approach; e) timeline and deliverables; f) team composition and roles; g) risk management and contingency plans.*
The complete technical proposal must be legible (font size 11 Arial) and clearly formulated.
- **Financial Proposal:** A proposed budget, including a breakdown of costs per deliverable for expert fees, number of working days, daily allowances, accommodation expenses, travel expenses, logistic expenses, venue cost, etc. using the attached Financial Offer Form.
- **CVs of key personnel** who will be involved in the project. Expert profiles and qualifications (at least 3 CVs) need to be included. The CVs of the personnel proposed must be submitted using the provided format. The CVs shall not exceed 4 pages.

12. AWARD CRITERIA

The selection of the organization will be based on technical expertise, proposed approach, and cost-effectiveness. The weighted average basis will be applied to evaluate the applicant. The award of the contract will be made to the organization whose offer has been evaluated and determined as:

- Responsive/compliant/acceptable, and
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation, as stipulated below:

AC	Award Criteria	Weighting
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Technical Proposal		70%
AC 1	Approach and methodology for the assignment	30%
AC 2	Work Plan, including proposed activities	5%
AC 3	Quality control mechanisms and sustainability of the intervention	5%
AC 4	Qualification of the Expert (expert) CVs 1. <u>Project manager:</u> <ul style="list-style-type: none">• Qualifications: Advanced degree in project management, public health, or health systems.• Experience: At least 7 years of experience managing large-scale projects. Expertise in overseeing digital platform development or e-learning initiatives.• Skills: Strong leadership and organizational capabilities. Excellent communication and interpersonal skills to manage diverse teams and stakeholders. 2. <u>IT specialist (platform developer):</u> <ul style="list-style-type: none">• Qualifications: Degree in Information Technology or Computer Science.• Experience: At least 5 years of experience in online platform development.• Skills: Expertise in open-source LMS customization and data security. 3. <u>Training and capacity building specialist:</u> <ul style="list-style-type: none">• Qualifications: Degree in education, public health, or a related field.• Experience: At least 5 years of experience delivering training for healthcare professionals.• Skills: Strong facilitation and instructional skill.	30%
Financial Proposal		30%
AC 5	Clarity and coherence of the financial proposal, realistic estimation of the costs for the training implementation	10%
AC 6	Financial score = lowest price / price of the tender being considered x 100	20%

13. ROLES AND RESPONSIBILITIES

In order to respond to the objectives of assignment, the selected organization is expected to closely work with the project "SOLIDAR" and other relevant actors.

The SOLIDAR project will provide necessary support, including access to relevant data, collaboration with stakeholders, and logistical assistance for training sessions, whenever possible.

The selected organization (IT company):

- Responsible for the selection, overall design, development, providing technical support for the customization and implementation of the online training platform, including customization of training modules and content (SCORM format) so that it will fit the LMS platform requirements, in close collaboration with the Subject Matter Expert (SME) that will be responsible for the development of online training content and IT specialists of QKUM, as well as the selected Instructional Designer.
- The IT company will provide the SME that will be responsible for the development of online training content with clear technical guidelines and will offer technical assistance to adjust content if needed. The IT company is responsible for resolving integration issues.
- Ensures the platform meets common technical requirements and provides a secure and user-



friendly experience.

- Provide training for platform administrators and technical support during the service period.

SME for development of the training module's content:

- Adheres and adapts the training module's content to the technical specifications indicated by the LMS developer company, and the selected Instructional Designer, in order to ensure smooth integration of training content.

Instructional Designer:

- Structures and packages content into interactive and engaging online learning modules.

SOLIDAR Project management team:

- Acts as the main coordinating body, reviewing deliverables, monitoring progress, and ensuring project objectives are met.
- SOLIDAR will require the IT company and the company that will take over the development of training content for the online modules to report any conflicts that may arise during the implementation of activities. SOLIDAR will act as the final mediator in case of conflict between the parties.

National Medical Emergency Center (QKUM):

- Is designated to be the hosting institution.
- Responsible for developing of support mechanisms and allocate appropriate resources for it.
- Setting up security protocols for the platform.
- Supports and guides the winning organization/company, through QKUM's IT specialists and other relevant experts, in tailoring and customizing the LMS the platform to the requirements and needs of QKUM.
- QKUM will remain responsible for future content updates and LMS platform updates (technical).
- Supports the technical integration and day-to-day management of the platform.

Agency for Quality Assurance in Health Care (ASCK):

- Validates the training content and platform to ensure compliance with accreditation standards and professional relicensing requirements. In addition, it assigns the specified number of credits to the training modules.

Primary Healthcare Centers and Local Health Authorities (NJVKSH):

- Support pilot testing, facilitate access to facilities and staff, and ensure healthcare professionals participate in the training.

24/7 HCs and MHs healthcare professionals:

- Engage with the training platform, complete modules, and provide feedback on the usability and relevance of the content.

All activities should be conducted in accordance with the requirements and timeline included in these Terms of Reference.