

TERMS OF REFERENCE

Consultant - Curriculum Development & Facilitation

Soft Skills and Etiquette Training for NHM

Background

This assignment is undertaken by **IHAT-UPTSU** in support of the National Health Mission (NHM) to strengthen soft skills, interpersonal communication, and professional etiquette among healthcare providers. A framework for soft skills and etiquette has already been developed. IHAT-UPTSU seeks to engage a consultant to convert this framework into a complete training curriculum and to facilitate planned training batches for NHM.

Objective

To design a comprehensive soft skills and etiquette training module for NHM and lead facilitation of the scheduled training sessions.

Duration

03 months, with the possibility of extension based on requirements for completion of deliverables.

Scope of Work

- Review the existing soft skills and etiquette framework.
- Develop a complete training curriculum, including session plans, facilitator guides, activities, case studies, role plays, and assessment tools.
- Ensure alignment with adult learning principles and applicability across NHM cadres.
- Facilitate all planned training batches for NHM.
- Develop and administer pre-post assessment tools.
- Prepare a detailed training report with pre-post analysis.
- Develop a 3-6-month post-training evaluation plan with indicators and methods.

Deliverables

1. **Final training module** (curriculum + facilitator and participant materials).
2. **Facilitation of all planned training sessions.**
3. **Comprehensive training report** with pre-post analysis.
4. **Evaluation plan for 3-6-month follow-up.**

Required Qualifications

- Demonstrated experience in curriculum development, training design, and facilitation, preferably in the health sector.
- Expertise in soft skills, communication, behavioural change, or related fields.
- Strong understanding of participatory and adult learning methodologies.
- Excellent communication and documentation skills.

Reporting

The consultant will **report to the designated officer at IHAT-UPTSU**, who will provide technical oversight and required approvals.

How to apply:

Interested consultant, please send us your updated profile by EOD **Jan 20, 2026** to **procurement@ihat.in** with subject line "**Consultant - Curriculum Development & Facilitation Soft Skills and Etiquette Training for NHM.**"

Etiquettes Training for NHM Staff

Module Framework

OBJECTIVES OF THE TRAINING:

By the end of this training the participants will:

1. Demonstrate clear, respectful, and professional communication across in-person and digital interactions.
2. Strengthen teamwork and coordination by applying effective and collaborative workplace practices.
3. Contribute to a positive, cohesive, and productive work environment through constructive behaviour and supportive engagement with colleagues.

OUTLINE OF SESSIONS:

#	Session	Topics Covered	Session Format
1.	Components of Professional Behaviour and Office Etiquettes	Professionalism in NHM Context	Mini-Case Discussions followed by Reflections
		Shared Responsibility and Respectful Communication	
		Avoiding Assumptions and Stereotyping	
2.	Interpersonal Communication and Handling Difficult Interactions	Actively listening to all the voices and mindfully responding	Pair Exercises and Role plays (Selective situations)
		Being Respectfully Assertive	
		Picking the Non-Verbal cues	
3.	Email, Phone, and Email Etiquettes	Avoiding abrupt and authoritative tone	Email/Message Editing Activity Group Activity for 'Do & Don't in Digital Communication'
		Ensuring Clarity for Smooth Coordination	
		Keeping communication inclusive, considerate of workload and boundaries	
4.	Meeting Etiquettes and Collaborative Work Practices	Creating space for all to share and learn	Mock Meeting with Observer Feedback
		Appreciating diverse perspectives	
		Rotating Responsibilities	
5.	Time Management and Work Planning	Realistic Planning and Prioritizing Tasks (Introduction to Prioritising Tools)	Time Audit Exercise
		Avoiding overburdening of (certain) team members	
		Keeping timelines without pressure or conflict	
6.	Strengthening Workplace Team Culture	Building an inclusive and supportive workplace	Group Work: "X" behaviours that guide our workplace "I value..." Sharing
		Navigating stress and pressure	
		Practicing appreciation and empathy	