

Terms of Reference

Consultancy Services for development and implementation of a series of Training of Trainers (ToT)

I. Background

Considering their shared vision and common understanding upon the role of Local Government Associations (LGA) in the Region, NALAS and the German Development Cooperation have jointly launched the project "Local Leaders in Southeast Europe: Lead for Change – LL SEE".

The project aims at improving the management, leadership and cooperation capacity of municipalities and municipal water and wastewater utilities with a particular emphasis on the improvement of the municipal services and the subsequent capacity to absorb dedicated international funds. To this end, the project will foster exchanges and disseminate modern management standards and norms among municipalities and municipal water and wastewater utilities in the partner countries via the respective associations or networks.

The project will focus on four pilot countries: Bosnia-Herzegovina, Macedonia, Serbia and Croatia. However, all interested NALAS member associations will profit from the results of this project and will be included in the dissemination of the products.

15 municipalities have been selected to pilot and test a series of training measures to be developed under the umbrella of the LL SEE project. Accordingly, the target group of the LL SEE project consists of mayors, head of sections of municipalities, directors and head of departments of Public Utility Companies (PUC).

The project consists of 7 Working Packages, namely:

WP0: Project Start

WP1: Training Needs Assessment Study

WP2: Training Delivery Scheme

WP3: Trainer Pool and Training Package

WP4: Business Plans and Marketing

WP5: Regional Platform on Water and Wastewater

WP6: National Training Activities

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The assignment refers to WP3 aiming at develop and implement a series of ToT consisting of one generic ToT module and five specific ToT modules for up to 34 participants from the SEE countries. Furthermore, corresponding LL SEE trainer pool and training products shall be consolidated and reflected in a compilation of lessons learnt.

Based on defined selection criteria, the project partners pre-select potential candidates attending the series of ToT. The final selection will be made by NALAS and GIZ. The generic ToT module aims at up-dating and enhancing facilitation skills of the future LL SEE trainers. It further includes aspects of design and methodology of training measures and its delivery. The five specific training modules refer to priority training needs assessed by WP 2 and synthesised by WP 3. It is planned that each participant attend two to three specific ToT modules to be enhanced as future trainer in corresponding thematic field. The thematic fields - reflecting the assessed and synthesised priority training needs - are: 1) Efficient organisation and effective management of communal services, 2) Preparations for infrastructure investment projects, 3) Development of infrastructure investment projects, 4) Implementation of infrastructure investment projects, and 5) Results-based strategic programme planning and management. After the realisation of the series of ToT modules, the LL SEE trainer pool will be consolidated based on the performance of each trainee. In parallel, the generic ToT and the specific ToT modules will be evaluated and adapted according feedback of trainees and lessons learnt gathered during the process of implementation. Finally, lessons learnt will be systemised and shared with the LL SEE advisory board. At the end, the project partners shall dispose of a training package and a trainer pool that is able to replicate the five specific training modules as well as develop and implement new training activities (covering future needs of the project partners) on national level.

Therefore, NALAS invites organizations/companies with relevant experience and expertise to submit proposal for provision of Consultancy Services for development and implementation of a series of Training of Trainers (ToT).

II. Aim of the Assignment

As mentioned above, the development and implementation shall be based on the findings of WP1 (namely, the Training Needs Assessment (TNA) Study) and WP2 (namely, the Regional Training Delivery Scheme - RTDS). The RTDS takes into consideration the analysis of the existing trainings in the region and findings of the Opportunity Assessment for a Regional Training Facility for Water Supply and Wastewater (RTF) in SEE carried out under the Open Regional Fund (ORF) umbrella; and synthesises these findings, accordingly. Respective documents will be provided to the consultant after signature of the contract.

General objective of the assignment is to enhance the training expertise with regard to leadership and management competence development in the context of the realisation of investment projects in the Water Supply and Sanitation (WSS) sector in SEE.

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In this regard, the specific aims of the assignment are two-fold:

- 1) To support the development, implementation, evaluation and adaptation of the generic ToT module (lot 1);
- 2) To develop, implement, evaluate and adapt the five specific ToT modules, namely, 1) Efficient organisation and effective management of communal services, 2) Preparations for infrastructure investment projects, 3) Development of infrastructure investment projects, 4) Implementation of infrastructure investment projects, and 5) Results-based strategic programme planning and management (lot 2).

Short descriptions of modules are attached in annex to the ToR.

III. Responsibilities and tasks of the Consultant

Generally, WP3 consists of three sets of activities: 1) a set of activities referring to the development, implementation, evaluation and adaptation of the generic ToT module, 2) a set of activities referring to the development, implementation, evaluation and adaptation of the specific ToT modules, and 3) a set of activities referring to the consolidation of the LL SEE trainer pool and systematisation of lessons learnt.

Three types of experts will be involved in the implementation of WP3:

- a) The so called International Expert for Human Capacity Development (IE),
- b) The so called Regional Expert for Generic ToT module (RE1), and
- c) The so called Regional Experts for specific ToT modules (REs2).

The following table provides an overview about the general division of roles and tasks between these experts in the context of the assignment:

Set of activities	IE	RE1	REs2
Set of activities 0 (preparatory activities) (Lot 1 and Lot 2)	Development of selection criteria for potential ToT candidates, briefing of RE	Familiarisation with findings WP1 and WP2, GIZ standards referring to competence development, briefing of REs2	Familiarisation with findings WP1 and WP2, GIZ standards referring to competence development
Set of activities 1 (generic ToT module) (Lot 1 and 2)	Development of generic ToT module, facilitation of ToT module, support to the evaluation and adaptation of generic ToT module	Support to the development of generic ToT module, co-facilitation of ToT module, evaluation and adaptation of generic ToT module	Familiarisation with findings and process referring to the generic ToT module

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Set of activities 2 (specific ToT modules) (Lot 2)	General Quality Assurance	Supervision of and methodological support to the development of specific ToT modules, supervision of the implementation of specific ToT modules, supervision of and support to the evaluation and adaptation of specific ToT modules	Development of specific ToT modules, facilitation of ToT modules, evaluation and adaptation of specific ToT modules
Set of activities 3 (consolidation and lessons learnt) (Lot 1 and Lot 2)	Support to the evaluation and consolidation of LL SEE trainer pool, systematisation of lessons learnt, presentation of results WP3	Evaluation and consolidation of LL SEE trainer pool, support to the systematisation of lessons learnt, presentation of results WP3	Support to the evaluation and consolidation of LL SEE trainer pool, support to the systematisation of lessons learnt

The specific responsibilities and tasks of the consultant (hereinafter named RE1 and REs2) per lot and set of activities are:

LOT 1

Set of activities 0 (preparatory activities)

RE1

Preparatory talks: This includes talks with the NALAS staff, host of the NALAS Task Force on Association Development, and the GIZ project staff as well as the briefing by the IE. They refer particularly to clarification of background and target groups, discussion of expectations, roles, tasks and deliverables, and to coordination regarding time planning.

Study of relevant documents: The desk study includes the careful study of the TNA study document (WP1), the RTF opportunity assessment and the RTDS (WP2). Furthermore, it will include the study of methodological GIZ standards referring to competence development. Relevant documents will be compiled by the GIZ project staff and will be provided to the consultant after contract signature. In addition, the consultant gets familiarised with the GIZ Orientation on Capacity WORKS.

Briefing of REs2: During the course of development and after the implementation of the generic ToT module, RE1 is responsible to brief REs2 enabling them to get familiarised with the background and focus of the series of ToT and the main findings of the realised generic ToT module. The IE might join according briefing meeting on a virtual base, if necessary.

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Set of activities 1 (generic ToT module)

RE1

1a)

Support to the development of the generic ToT module: This includes input to and review of the generic ToT module, which will be drafted by the IE (design, learning aims, content, methods, handouts, instructions etc.). The support aims at ensuring that training contents are contextualised and tailored according to the trainees needs and level of expertise. The IE will contact the trainees before starting the development of the generic ToT to assess a detailed profile of the trainees and the group of trainees. Further objective of the support to the development is to build the facilitators team (RE1/IE) and to agree on the division of sessions, respective tasks and facilitation / co-facilitation according to the expertise and experience of RE1 and IE.

Co-facilitation of the generic ToT module: Based on the agreed division of sessions and tasks referring to the implementation of the generic ToT module, the RE will co-facilitate the module (ten days, up to 34 participants). It is planned that the generic ToT module (two 5 days ToT) will be realised in Croatia hosted and logistically organised by respective LGA. Apart from the implementation of the activity itself, its aim is to further familiarise the RE1 with GIZ methodological approaches and to build the ground for supervision and quality assurance ref. to the development and implementation of the specific ToT modules as well as for the evaluation and adaptation of all six ToT modules.

1b)

Evaluation and adaptation of the generic ToT module: The RE1 is responsible for the evaluation of the generic ToT module (according GIZ template will be provided by the IE). Furthermore, she/he will adapt the generic module (design, learning aims, content, methods, handouts, instructions etc.) after its completion. The IE will support the process of adaptation.

Deliverable: Documented compilation generic ToT module (training material including design, learning aims, content, methods, handouts, instructions etc.)

Set of activities 2 (specific ToT modules)

RE1

2a)

Supervision of & methodological support to the development of the specific ToT modules: This includes methodological input to and review of the specific ToT modules, which will be drafted by the REs2 (e.g. templates for design, learning aims, content, methods, handouts, instructions etc.). The support aims at ensuring that training contents are contextualised and tailored according to the trainees needs and level of expertise. The RE1 will ensure that trainees are contacted before starting the development of the specific ToT module to assess their level of expertise in respective thematic field. Further objective of the support to the development is to ensure that GIZ methodological standards are considered during the planning. The quality assurance is supported by the IE. The supervision aims at ensuring an coordinated approach of module development (e.g. use of same templates).

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Supervision of the implementation of specific ToT modules: The RE1 is responsible to supervise the implementation of the specific ToT modules by providing methodological guidance. Again, this activity aims that GIZ methodological standards are met. The quality assurance is supported by the IE.

2b)

Supervision of and support to the evaluation and adaptation of the specific ToT modules: The RE1 provides guidance on the evaluation of the specific ToT modules (e.g. by providing respective GIZ template to the REs2) and supports its analysis. Furthermore, he/she makes sure that the adaptation is done in line with a) feedback of participants and lessons learnt gathered, and b) the approach followed when adapting the generic ToT module. Furthermore, he/she ensures that main lessons learnt are documented. Again, the IE support the quality assurance, if necessary.

Set of activities 3 (consolidation and lessons learnt)

RE1

Evaluation and consolidation of LL SEE trainer pool: The RE1 is responsible for the consolidation of the LL SEE trainer pool. Together with the REs2, he/she will evaluate the performance of the trainees based on criteria to be developed by the RE1 in cooperation with the IE. Based on the evaluation, the RE1 shall develop an inventory of the LL SEE trainer pool (e.g. providing contact details, thematic field, strengths) and highlights measures to further consolidate the pool, if necessary.

Support the systematisation of lessons learnt: This includes the collection of lessons learnt to be documented by the REs2 and respective familiarisation with main findings. Furthermore, the RE1 will support the IE to systemise lessons learnt. In this regard, the RE1 will focus on operational aspects of training delivery etc. The IE will process these aspects, analyse conceptual arrangements to draft the final systematisation of lessons learnt.

Presentation of results of WP3: The RE1 will participate in a LL SEE advisory board meeting to present the main results of WP3. He/she will do so in close cooperation with IE and will be available to actively contribute to respective presentation.

Deliverables: Inventory of LL SEE trainer pool, compilation of lessons learnt, presentation of results WP3

LOT 2

Set of activities 0 (preparatory activities)

REs2

Preparatory talks: This includes talks with the NALAS staff, host of the NALAS Task Force on Association Development, and the GIZ project staff as well as the briefing by the RE1. They refer particularly to clarification of background and target groups, discussion of expectations, roles, tasks and deliverables, and to coordination regarding time planning.

Study of relevant documents: The desk study includes the careful study of the TNA study document (WP1), the RTF opportunity assessment and the RTDS (WP2). Furthermore, it will include the study of methodological GIZ standards referring to competence development.

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Set of activities 1 (generic ToT module)

REs2

Familiarisation with findings and process ref. to the generic ToT module: This includes talks with the NALAS staff, host of the NALAS Task Force on Association Development, and the GIZ project staff as well as the briefing by the RE1. They refer particularly to clarification of background and target groups, discussion of expectations, roles, tasks and deliverables, and to coordination regarding time planning.

Set of activities 2 (specific ToT modules)

REs2

Development of specific ToT modules: The REs2 are responsible for the development of five specific ToT modules (namely, 1) Efficient organisation and effective management of communal services, 2) Preparations for infrastructure investment projects, 3) Development of infrastructure investment projects, 4) Implementation of infrastructure investment projects, and 5) Results-based strategic programme planning and management). They ensure that they follow the guidance provided by the RE1 to ensure the use of same templates, structure etc. Furthermore, they are responsible to contact the trainees before starting the development of the specific ToT module to assess their level of expertise in respective thematic field and to tailor the modules, accordingly.

Facilitation of specific ToT modules: The REs2 are responsible for facilitation of five specific ToT modules. The specific ToT modules will be realised in four different SEE countries, hosted and logistically organised by respective LGA. Each module will last five days, up to 15 participants will attend one module. The RE1 will supervise the implementation of the five specific ToT modules.

Evaluation and adaptation of the specific ToT modules: The REs2 are responsible for the evaluation of the specific ToT modules (according GIZ template will be provided by the RE1). Furthermore, they will adapt the specific modules (design, learning aims, content, methods, handouts, instructions etc.) after its completion and document respective lessons learnt. The RE1 will supervise and support the process of evaluation and adaptation.

Deliverable: Documented compilation of five specific ToT modules(training material including design, learning aims, content, methods, handouts, instructions etc.)

Set of activities 3 (consolidation and lessons learnt)

REs2

Support the evaluation and consolidation of LL SEE trainer pool: The REs2 will provide the RE1 with an evaluation of the performance of each trainee. They will do so based on criteria provided by the RE1. Furthermore, they will suggest additional measures to consolidate the LL SEE training pool, if any. Finally, they provide the RE1 with contact details of the participants enabling the RE1 to develop an inventory of LL SEE trainer pool.

Support the systematisation of lessons learnt: The REs2 are responsible to document main lessons learnt of each specific ToT module and to provide RE1 with corresponding documentation.

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Naturally, a lot of communication and coordination loops are required to undertake the assignment and to carry out the above mentioned sets of activities in a aligned manner. Therefore, the Contracting Authority takes flexible communication and coordination for granted. In consequence, meetings (virtual or face2face) are not mentioned in the description referring to the lots and respective sets of activities, but will take place.

IV. Deliverables and Time Frame

The following table illustrates the **overall work schedule**:

When?	What?	Who?
July 13th, 2015	Signature of contract	NALAS
Mid of July 2015	Compilation of relevant documents	NALAS/GIZ
June - mid of July 2015	Selection of potential candidates (pre-selection & final selection)	LGAs/NALAS/GIZ
Mid of August - Mid of September 2015	Development of generic ToT module	IE/RE1
2nd half of September 2015	Implementation of generic ToT module	IE/RE1
October 2015	Development of specific ToT modules	REs2/RE1
November 2015 - January 2016	Implementation of specific ToT modules	REs2/RE1
End of January - February 2016	Adaptation of ToT modules	RE1/REs2/IE
February 2016	Consolidation of LL SEE trainer pool	RE1/REs2
3rd week of February 2016	Compilation of lessons learnt	RE1/REs2
4th week of February 2016	Systematisation of lessons learnt	IE/RE1
End of February 2016	WP3 Advisory Board meeting	IE/RE1

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The following table illustrates the **work schedule of lot 1**:

When?	What?	Who?
July 13th, 2015	Signature of contract	NALAS
Mid of July 2015	Compilation of relevant documents	NALAS/GIZ
June - mid of July 2015	Selection of potential candidates (pre-selection & final selection)	LGAs/NALAS/GIZ
Mid of August - Mid of September 2015	Development of generic ToT module	IE/RE1
2nd half of September 2015	Implementation of generic ToT module	IE/RE1
End of January - February 2016	Adaptation of ToT modules	RE1/REs2/IE
February 2016	Consolidation of LL SEE trainer pool	RE1/REs2
3rd week of February 2016	Compilation of lessons learnt	RE1/REs2
4th week of February 2016	Systematisation of lessons learnt	IE/RE1
End of February 2016	WP3 Advisory Board meeting	IE/RE1

The following table illustrates the **work schedule of lot 2**:

When?	What?	Who?
July 13th, 2015	Signature of contract	NALAS
Mid of July 2015	Compilation of relevant documents	NALAS/GIZ
October 2015	Development of specific ToT modules	REs2/RE1
November 2015 - January 2016	Implementation of specific ToT modules	REs2/RE1
End of January - February 2016	Adaptation of ToT modules	RE1/REs2/IE
February 2016	Consolidation of LL SEE trainer pool	RE1/REs2
3rd week of February 2016	Compilation of lessons learnt	RE1/REs2

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V. Man days

The following days are agreed upon for the entire assignment (lot 1 and lot 2): up to 236 working days. According to current planning, these working days are approximately distributed as follows:

Set of activities	Working days
Set of activities 0 (preparatory activities)	12
Set of activities 1a (development and implementation of generic ToT module)	17
Set of activities 1b (evaluation and adaption of generic ToT modules)	5
Set of activities 2a (development and implementation of five specific ToT modules)	165
Set of activities 2b (evaluation and adaption of specific ToT modules)	27
Set of activities 3 (consolidation of trainer pool and lessons learnt)	10
TOTAL	236

The following table illustrates the distribution of **man days planned for lot 1:**

Set of activities	Working days
Set of activities 0 (preparatory activities)	7
Set of activities 1 a (development and implementation of generic ToT module)	17
Set of activities 1 b (evaluation and adaption of generic ToT module)	5
Set of activities 2 a (Quality assurance ref. development and implementation of specific ToT modules)	10
Set of activities 2 b (Quality assurance ref. evaluation and adaption of five specific ToT modules)	4
Set of activities 3 (consolidation of trainer pool and lessons learnt)	7
TOTAL	50

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The following table illustrates the distribution of **man days planned for lot 2:**

Set of activities	Working days
Set of activities 0 (preparatory activities)	5
Set of activities 2 a (development and implementation of five specific ToT modules)	155
Set of activities 2 b (evaluation and adaption of five specific ToT modules)	23
Set of activities 3 (consolidation of trainer pool and lessons learnt)	3
TOTAL	186

The Consulting Company (hereinafter named applicant) in the proposal is expected to provide details about working days per set of activities.

VI. Instructions for applicants

To be considered, proposal must be received in electronic form not later than **26 June 2015 (Friday)**, 16:00 (CET) at info@nalas.eu , with subject: Offer for consultancy services for development and implementation of a series of ToTs.

The applicant can submit a proposal for a) lot 1 or b) lot 2.

One applicant can submit proposal for both lots, lot 1 and lot 2, with two separate proposals (one proposal for lot 1 and one proposal for lot 2).

a) Proposal

For all options the following requirements are compulsory:

The proposal has to be submitted in English. All pages of the proposal should be consecutively numbered. The proposal should contain the following section:

- Cover page, showing company's name, address and contact information,
- Up to one page Letter of Introduction, signed by an authorised signature,
- Table of Contents, including page numbers,
- Presentation of the company and its suitability for assignment,
- A document for registered activity as evidence that the company is registered as a legal entity for performing the activity related to the subject of the Services or evidence that belongs to appropriate professional association in accordance with the regulations of the country where the company is registered,

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- Documents confirming the financial capability of the company,
- Detailed description of understanding of assignment,
- Detailed exposure of understanding of modern adult-learning approach,
- Recommended approach/methodology on how to realise the assignment (explanation of working steps to carry of the above mentioned sets of activities, including a section on interlinking the development of lot 1 and lot 2),
- Recommended approach with regard to project management, coordination of activities and communication (including potential meetings and media to use),
- Exposure of applicant's/applicants' expertise (description of team, provision of CVs and relevant project references, with references' names and contact details),
- Proposed operational plan (time line, milestones, meetings etc.),
- Proposed man days per set of activities,
- Proposed number of travels, and
- Financial offer that shall contain the total budget for executing of the task. The budget should be presented in details for all activities. The prices should be stated in EUROS (gross amount), VAT shown separately.

The list is not exhaustive; additional sections and further information can be provided by the Consultant.

In case of applying for **both lots**, the following additional requirement is compulsory

- Clear demonstration of assuring information flow between lot 1 and 2 so that time-consuming exchange and coordination loops as well as loss of information are avoided.

In case of applying for **lot 1**, the following additional requirement is compulsory

- Clear demonstration of handing-over of findings and used adult-learning approach and methods developed in context of the generic ToT module.
- Clear demonstration of consideration of findings of the implementation referring to the five specific ToT modules in the context of consolidation of trainer pool and lessons learnt.

In case of applying for **lot 2**, the following additional requirement is compulsory

- Clear demonstration of consideration of findings and used adult-learning approach and methods developed in context of the generic ToT module.
- Clear demonstration of handing-over of findings of the implementation referring to the five specific ToT modules in the context of consolidation of trainer pool and lessons learnt.

It has to be highlighted that the applicant is expected to reflect in the proposal on these ToR and precisely demonstrates a pragmatic and creative approach on how to realise the assignment (e.g. mode of quality assurance, planned time frame,

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distribution of working days), taking into consideration the above mentioned total number of man days.

b) Staff

For the realisation of the assignment under lot 1, one Regional Expert is required. For the realisation of the assignment under lot 2, a team of up-to five Regional Experts is required. One of these experts has to assume the team leader position, in case that applicant apply for lot 2, only. In case that applicant applies for both lots, it is assumed that the Regional Expert proposed for lot 1 will take over the team leader position.

The applicant/s has/have to consider the following requirements with regard to proposed expert/s and his/her/their profiles.

LOT 1

The assignment requires a highly experienced expert combining profound human capacity development / training, water sector / utility management and local governance expertise.

The applicant will propose a Regional Expert that fulfils the following requirements:

- Sector competence: 10 years experience within the field of local government and water supply and sanitation.
- Methodological competence: 10 years experience within the field of Capacity Development on local level, focusing on competence development, training and ToT measures, and respective training development and implementation at local level (to be demonstrated by having contributed to the realisation of at least 8 training activities); sound networking skills and participatory working attitude (to be demonstrated in the case of RE1 by assumed team leading position in the context of at least 3 projects); proved experience in work with LGAs, municipalities and PUC (to be demonstrated having contributed to the implementation of at least 3 projects); profound knowledge of adult-oriented learning approaches (to be demonstrated by having contributed to the implementation of at least 3 projects in the area of training and ToT measures).
- Regional competence: 5 years working experience in South-East European countries, preferable in the project countries.
- Language requirements: Fluency in English is required.
- Others: Promptness and high flexibility;
- Working experience in the context of EU accession and integration is an asset.

The RE has a University Degree in an area relevant (e.g. social sciences, public administration, business administration, WSS engineering and management) to the assignment. He/she can demonstrate gained qualifications with regard to competence development (training and ToT activities).

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It has to be highlighted that the applicant is expected to precisely demonstrate above mentioned expert profile in the proposal.

LOT 2

The assignment requires a highly experienced team of experts combining profound human capacity development / training, water sector / utility management and local governance expertise.

The applicant will propose a team of Regional Experts.

Each proposed Regional Expert has to fulfil the following requirements:

- Sector competence: 10 years experience within the field of local government and water supply and sanitation.
- Specific sector expertise: 5 years experience in the areas of the five specific ToT modules, namely 1) Efficient organisation and effective management of communal services, 2) Preparations for infrastructure investment projects, 3) Development of infrastructure investment projects, 4) Implementation of infrastructure investment projects, and 5) Results-based strategic programme planning and management.
- Methodological competence: 5 years experience within the field of Capacity Development on local level, focusing on competence development, training and ToT measures, and respective training development and implementation at local level (to be demonstrated by having contributed to the realisation of at least 8 training activities); sound networking skills and participatory working attitude (to be demonstrated in the case of the team leading expert by assumed team leading position in the context of at least 3 projects); proved experience in work with LGAs, municipalities and PUC (to be demonstrated having contributed to the implementation of at least 3 projects); profound knowledge of adult-oriented learning approaches (to be demonstrated by having contributed to the implementation of at least 3 projects in the area of training and ToT measures).
- Regional competence: 5 years working experience in South-East European countries, preferable in the project countries.
- Language requirements: Fluency in English is required.
- Others: Promptness and high flexibility;
- Working experience in the context of EU accession and integration is an asset.

The Regional Experts have a University Degree in an area relevant (e.g. social sciences, public administration, business administration, WSS engineering and management) to the assignment. He/she can demonstrate gained qualifications with regard to competence development (training and ToT activities).

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It has to be highlighted that the applicant is expected to precisely demonstrate above mentioned team profile in his/her proposal and explains tasks and responsibilities of each expert, in detail (e.g. with regard to set of activities and respective tasks as well as considering tasks referring to coordination and project management).

VII. Evaluation Criteria and Scoring

Evaluation of proposals will be undertaken by NALAS Evaluation Committee. The proposals will be evaluated based on the following criteria:

- 25% Company's Capacity: relevance of company's and suggested personnel's (Regional Expert/s) expertise and experience for fulfilling the tasks under this ToR;
- 15% Technical Offer: proposed approach, solutions, work plan;
- 60% Financial Offer.

VIII. Modification of Terms

NALAS reserves the right to modify the terms of the ToR at any time at its sole discretion.

IX. Consultant Expenses

Consultants are solely responsible for their own expenses in preparing a proposal and for subsequent negotiations with NALAS. Short-listed proposals may be asked to make a presentation to the Evaluation Committee, which will be solely at the Consultants own expense.

X. Acceptance and Rejection of Proposals

NALAS may not necessarily accept the lowest priced proposal or any proposal. At its sole discretion, NALAS reserves the right to reject any or all proposals received and to accept any proposal which it considers advantageous, whether or not it is the lowest priced proposal. NALAS is not under any obligation to award a contract, and reserves the right to terminate the request for proposal process at any time, and to withdraw from discussions with all or any of the Consultants who have responded. NALAS reserves the right to accept the proposed offer in total or in part, to reject any or all offers, to waive any minor informalities, irregularities, or technicalities, and to accept the offer deemed most favourable to the Network.

XI. Contract Negotiation

NALAS reserves the right to negotiate specific terms of the contract with the short-listed proponents prior to the final award of the contract. NALAS also reserves the right to negotiate specific terms of the contract with the Contractor as the contract progresses.

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XII. Reporting

The selected Consultant shall provide a general Mission Plan that is to be reviewed and approved by the Project Manager, not later than 5 days after the signing of the contract.

A Final Mission Report with all related outputs shall be submitted to the Project Manager for reviewing and approval. The Final Mission Report with all related outputs, shall also state observations on problems/risks encountered and recommendations for improvements/additional activities/risks mitigation actions.

XIII. Terms and Payment

The contract between NALAS and selected Consultant will be signed under the Macedonian Laws.

The payment will be based on the actual number of working days (according to the submitted timesheet/s) invested for the development of each deliverable. The payment will be done upon submission and approval of the deliverables listed above, provided and approved timesheet/s and after submission of invoice.

The amount paid shall be gross and inclusive of all associated taxes relevant to the payment. All personal income taxes and other taxes obligatory under the Macedonian Law will be deducted and paid from the overall amount before transferring.

The assignment-related costs (travel and accommodation costs) will be covered by NALAS or reimbursed according to the NALAS reimbursement rules. All travels have to be endorsed by NALAS prior its realisation.

XIV. Reference persons

For any questions about the content of this ToR, please contact Project Manager, Mr. Miodrag Kolić, at kolic@nalas.eu

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Annex: Description of generic and specific ToT modules

The following matrices provide more details on the generic and specific ToT modules. They shall provide orientation for respective design of modules. In this regard, content and methodology have to be further specified.

Generic ToT module: Training of Trainers (ToT)			
Overall objective: To enhance LGAs' training expertise.			
Target group: • Trainers (either from LGAs, LGUs, PUCs and/or respective networks/pool of experts)		Duration: • 1 module, 5 days	
Specific objectives:	<ul style="list-style-type: none"> • Participants are able to design training course formats for their clientele; • Participants are able to implement training courses; and • Participants are able to integrate professional know-how, expertise resources and (external) experts inputs into training courses. 	Key topics:	<ul style="list-style-type: none"> • Role of a facilitator, • Facilitation principles, • Training Needs Assessment (TNA), • Course development steps, • Training preparation, • Training facilitation: methods and instruments, consideration of external resource persons, formats, and • Training evaluation.
Format:	<ul style="list-style-type: none"> • Short-term training 	Methodological aspects:	<ul style="list-style-type: none"> • Focus: Up-grade of methodological competence, • Participant-tailored input and group-based development of check lists, templates (i.e. TNA), • Practice-orientation: working group, role play, co-facilitation to ensure learning by doing, and • Room for experience exchange and learning from each other (peer learning).
Material:	<ul style="list-style-type: none"> • PowerPoint presentations, and • Handouts and check lists (i.e. facilitation tips). 	Trainer profile:	<ul style="list-style-type: none"> • CD experience, focusing on competence development, training and ToT measures, and respective training development and implementation at local level; and • Profound knowledge of adult-oriented learning approaches.

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Output:	<ul style="list-style-type: none"> Manual on training course development 	Preparation:	<ul style="list-style-type: none"> Assessment of competence level of trainees to ensure demand-oriented and tailored training course delivery; and Respective preparation of training sessions.
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Specific ToT module N°1: Efficient organisation and effective management of communal services

Overall objective: To enable environment for improved management of infrastructure investment projects at local level.

Target group:

- Upper Managers of the Municipality (General Secretariat, Head of Finance, Head of HR etc.), and
- Upper management staff of PUCs (members of the Supervisory Board, GM, Executive Managers for technical sector, financial and legal sector, Head of PIU).

Duration:

- 2 modules, 3 days per module, and
- Demand-oriented e-coaching (individual and/or in groups)

Specific objectives:

- Participants are aware of framework for efficient organisation and management of communal affairs,
- Participants are able to understand their roles & responsibilities in the context of organisation and management of communal affairs, and
- Participants are able to apply tools and techniques for efficient organisation and effective management.

Key topics:

- Module 1:
- Legal, policy and institutional framework,
 - Key areas of improvement (i.e. human resources management, asset management, strategic planning, communication),
 - Clarification of roles & responsibilities and its interrelations,
 - Communication between LGUs and PUCs, and
 - Customer relations and community-oriented communication
- Module 2:
- Tools and techniques for efficient organisation and effective management, including
 - Business planning,
 - Key indicators of successful management and performance,
 - Data management and monitoring, and
 - Identification of e-coaching needs.

Format:

- Short-term training (to up-grade knowledge), and
- E-coaching (individual and in groups; to facilitate knowledge transfer and application).

Methodological aspects:

- Process-oriented information, adapted to the executive level,
- Participant-tailored input and group-based development of solutions/tools to facilitate knowledge transfer and application (i.e. communication),

in partnership with

			<ul style="list-style-type: none"> Practice-orientation: working group, case-study based experiences, "how-to" approach to ensure knowledge transfer and application (i.e. customer relations), and Room for experience and reflection to ensure learning from each other (peer learning LGUs and PUCs).
Material:	<ul style="list-style-type: none"> PowerPoint presentations, and Handouts and check lists (i.e. key indicators, business plan). 	Trainer profile:	<ul style="list-style-type: none"> CD experience, focusing on competence development and training with regard to improvement of communal service delivery, Profound knowledge of adult-oriented learning approaches, Profound knowledge of LGU and PUC work environment and its interrelations, and Practice-based experiences (i.e. local government and/or utility management).
Output:	<ul style="list-style-type: none"> Manual on efficient organisation and effective management of communal services 	Preparation:	<ul style="list-style-type: none"> Assessment of key areas to be improved, Assessment of competence level of trainees to ensure demand-oriented and tailored training course delivery; and Respective preparation of training sessions.

Specific ToT module N°2: Preparations for infrastructure investment projects

Overall objective: To improve the overall capacity for management of infrastructure investment projects at local level.

Target group:

- Upper Managers of the Municipality (General Secretariat, Head of Finance, Head of HR etc.), and
- Upper management staff of PUCs (members of the Supervisory Board, GM, Executive Managers for technical sector, financial and legal sector, Head of PIU).

Duration:

- 2 module: a) module 1: 3 days, b) module 2: 2 days

Specific objectives:

- Participants are familiar with pre-requirements of external funding, and
- Participants are able to carry out necessary preparations to implement infrastructure investment projects.

Key topics:

Module 1:

- Getting familiar with funds and programmes,
- Internal organisation and planning for successful project management (incl. PIU core functions, staffing,

in partnership with

			<p>communication), and</p> <ul style="list-style-type: none"> • Project Cycle Management. <p>Module 2:</p> <ul style="list-style-type: none"> • Conduction of feasibility study, and • Realisation of cost-benefit analysis.
Format:	<ul style="list-style-type: none"> • Short-term training 	Methodological aspects:	<ul style="list-style-type: none"> • Process-oriented information, adapted to the executive level, • Participant-tailored input and group-based development of solutions/tools to facilitate knowledge transfer and application (i.e. cost-benefit analysis), • Practice-orientation: working group, case-study based experiences, "how-to" approach to ensure knowledge transfer and application (i.e. feasibility study), and • Room for experience and reflection to ensure learning from each other (peer learning LGUs and PUCs).
Material:	<ul style="list-style-type: none"> • PowerPoint presentations, and • Handouts and check lists (i.e. cost-benefit analysis, core functions PIU, feasibility study). 	Trainer profile:	<ul style="list-style-type: none"> • CD experience, focusing on competence development and training with regard to planning and implementation of infrastructure investment projects, in particular preparation of infrastructure investment projects (i.e. EU, KfW) and conduction of feasibility study, • Profound knowledge of adult-oriented learning approaches, • Profound knowledge of LGU and PUC work environment and its interrelations, and • Practice-based experiences (i.e. local government and/or utility management, and implementation of infrastructure investment projects, establishment of PIU).
Output:	<ul style="list-style-type: none"> • Manual on preparations for infrastructure investment projects 	Preparation:	<ul style="list-style-type: none"> • Assessment of competence level of trainees to ensure demand-oriented and tailored training course delivery; and • Respective preparation of training sessions.

in partnership with



Specific ToT module N°3: Development of infrastructure investment projects

Overall objective: To improve the overall capacity for management of infrastructure investment projects at local level.

Target group:

- Upper Managers of the Municipality (General Secretariat, Head of Finance, Head of HR etc.), and
- Upper management staff of PUCs (members of the Supervisory Board, GM, Executive Managers for technical sector, financial and legal sector, Head of PIU).

Duration:

- 2 modules, 3 days per module

Specific objectives:

- Participants are able to analyse current situation, and
- Participants are able to elaborate key elements of future infrastructure investment projects.

Key topics:

- Module 1:
- Context analysis, Analysis of stakeholders,
 - Identification of Challenges and options overcoming challenges (i.e. SWOT),
 - Definition of roles & responsibilities, and
 - Management of PIU.
- Module 2:
- Proposal writing, and
 - Budgeting.

Format:

- Short-term training

Methodological aspects:

- Process-oriented information, adapted to the executive level,
- Participant-tailored input and group-based development of solutions/tools to facilitate knowledge transfer and application (i.e. analysis of stakeholders, SWOT),
- Practice-orientation: working group, case-study based experiences, "how-to" approach to ensure knowledge transfer and application (i.e. proposal writing), and
- Room for experience and reflection to ensure learning from each other (peer learning LGUs and PUCs, i.e. definition of roles & responsibilities).

Material:

- PowerPoint presentations, and
- Handouts and check lists (i.e. stakeholder analysis, proposal writing).

Trainer profile:

- CD experience, focusing on competence development and training with regard to planning and implementation of infrastructure investment projects, in particular development of infrastructure investment projects and proposal writing (i.e. EU, KfW),
- Profound knowledge of adult-oriented learning approaches,

in partnership with

			<ul style="list-style-type: none"> • Profound knowledge of LGU and PUC work environment and its interrelations, and • Practice-based experiences (i.e. local government and/or utility management, and implementation of infrastructure investment projects, management of PIU).
Output:	<ul style="list-style-type: none"> • Manual on development of infrastructure investment projects 	Preparation:	<ul style="list-style-type: none"> • Assessment of competence level of trainees to ensure demand-oriented and tailored training course delivery; and • Respective preparation of training sessions.

Specific ToT module N°4: Implementation of infrastructure investment projects

Overall objective: To improve the overall capacity for management of infrastructure investment projects at local level.

Target group:	<ul style="list-style-type: none"> • Upper Managers of the Municipality (General Secretariat, Head of Finance, Head of HR etc.), and • Upper management staff of PUCs (members of the Supervisory Board, GM, Executive Managers for technical sector, financial and legal sector, Head of PIU). 	Duration:	<ul style="list-style-type: none"> • 2 module: a) module 1: 3 days, b) module 2: 2 days
Specific objectives:	<ul style="list-style-type: none"> • Participants are able to fulfil key requirements ref. to the implementation of infrastructure investment projects, and • Participants are able to ensure successful project completion. 	Key topics:	<p>Module 1:</p> <ul style="list-style-type: none"> • Project phases: Inception, Implementation, Phase out, • Monitoring & evaluation (M&E), and • Reporting. <p>Module 2:</p> <ul style="list-style-type: none"> • Tender procedures (FIDIC, PRAG), and • Key technical requirements (to be specified).
Format:	<ul style="list-style-type: none"> • Short-term training 	Methodological aspects:	<ul style="list-style-type: none"> • Process-oriented information, adapted to the executive level, • Participant-tailored input and group-based development of solutions/tools to facilitate knowledge transfer and application (i.e. M&E), • Practice-orientation: working group, case-study based experiences, "how-to" approach to ensure knowledge transfer and application (i.e. reporting), and

in partnership with

			<ul style="list-style-type: none"> Room for experience and reflection to ensure learning from each other (peer learning LGUs and PUCs).
Material:	<ul style="list-style-type: none"> PowerPoint presentations, and Handouts and check lists (i.e. M&E, reporting). 	Trainer profile:	<ul style="list-style-type: none"> CD experience, focusing on competence development and training with regard to planning and implementation of infrastructure investment projects, in particular implementation of infrastructure investment projects (i.e. EU, KfW), Profound knowledge of adult-oriented learning approaches, Profound knowledge of LGU and PUC work environment and its interrelations, and Practice-based experiences (i.e. local government and/or utility management, and implementation of infrastructure investment projects, management of PIU).
Output:	<ul style="list-style-type: none"> Manual on implementation of infrastructure investment projects 	Preparation:	<ul style="list-style-type: none"> Assessment of competence level of trainees to ensure demand-oriented and tailored training course delivery; and Respective preparation of training sessions.

Specific ToT module N°5: Results-based strategic programme planning and management

Overall objective: To strengthen leadership skills for better management of infrastructure investment projects at the local level.

Target group:

- Upper Managers of the Municipality (General Secretariat, Head of Finance, Head of HR etc.), and
- Upper management staff of PUCs (members of the Supervisory Board, GM, Executive Managers for technical sector, financial and legal sector, Head of PIU).

Duration:

- 2 modules: 3 days per module, and
- Demand-oriented e-coaching (individual and/or in groups)

Specific objectives:

- Participants are able to apply key elements of managing for results in the context of programme planning and management;
- Participants are able to harmonise PUC strategic planning and LGU strategy, and
- Participants are able to use key elements of managing for results in evidence-based decision making.

Key topics:

Module 1:

- Strategy results cycle,
- Results landscape, results chain and matrix,
- Managing outcomes,
- Monitoring outcomes,
- Inter-linkages between planning, monitoring and evaluation,
- Aspects ref. to reporting, and

in partnership with

			<ul style="list-style-type: none"> • Identification of learning project. <p>Module 2:</p> <ul style="list-style-type: none"> • Reflection of learning project with regard to • Strategic and annual plans, • Harmonisation of PUC strategic planning and LGU strategy, and • Identification of e-coaching needs.
Format:	<ul style="list-style-type: none"> • Short-term training (to up-grade knowledge), and • E-coaching (individual and in groups; to facilitate knowledge transfer and application). 	Methodological aspects:	<ul style="list-style-type: none"> • Process-oriented information, adapted to the executive level, • Participant-tailored input and group-based development of solutions/tools to facilitate knowledge transfer and application (i.e. strategic plan), • Practice-orientation: working group, case-study based experiences, "how-to" approach to ensure knowledge transfer and application (i.e. harmonisation of plans), • Room for experience and reflection to ensure learning from each other (peer learning LGUs and PUCs), • Learning project between module 1 and 2 referring to strategic planning to allow harmonisation of PUCs and LGUs plans during module 2, and • Identification of coaching needs ref. to knowledge transfer and application after module 2.
Material:	<ul style="list-style-type: none"> • PowerPoint presentations, and • Handouts and check lists (i.e. strategy results cycle, strategic plan). 	Trainer profile:	<ul style="list-style-type: none"> • CD experience, focusing on competence development and training with regard to interrelation of strategic planning and results-based management, • Profound knowledge of adult-oriented learning approaches, • Profound knowledge of LGU and PUC work environment and its interrelations, respective organisational development and its challenges, • Profound knowledge on planning and management of infrastructure investment programmes, and • Practice-based experiences (i.e. local government and/or utility management).
Output:	<ul style="list-style-type: none"> • Manual on results-based strategic programme planning and management 	Preparation:	<ul style="list-style-type: none"> • Assessment of competence level of trainees to ensure demand-oriented and tailored training course delivery; and • Respective preparation of training sessions.

in partnership with