

Terms of Reference

Trainers for the Delivery of Regional Training: Efficient Organisation and Effective Management of Communal Services

I. Background

Considering their shared vision and common understanding upon the role of Local Government Associations (LGA) in the Region, the Network of Associations of Local Authorities of South-East Europe (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 focuses 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.

Based on a comprehensive Training Needs Assessment, a Regional Training Delivery Scheme has been elaborated considering priority needs of LL SEE target groups as well as minimum standards for high quality training delivery.

In 2015, as a part of the LL SEE project, a Generic Training of Trainers (ToT) and a series of specific ToTs were delivered to a selected group of trainers, which now comprise the LL SEE Trainer Pool. The ToTs were implemented together with LL SEE partners and, as a result, a systemic training package for leaders and managers of SEE countries has been developed. The systemic package consists of five specific modules, namely:

- 1) Efficient organization 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 program planning and management.

The established LL SEE Trainer Pool consists of 33 Trainers, acting according methodological state of the art of competence development. Together with partner LGAs, trainers will carry out a wide range of training activities at the regional and country level.

II. Aim of the Assignment

The **general objective** of this assignment is to **select the trainers from the LL SEE Trainers' Pool who will deliver a Regional Training**, on the selected topic, in line with the Regional Training Delivery Scheme and the LL SEE Methodological Minimum Standards for Training Delivery and Quality Assurance contained therein.

The focus of the training is on the organisational, leadership and management competence development, with regard to investment projects in the water supply and sanitation (WSS) sector.

The LL SEE Regional Training Delivery Scheme (RTDS) provides an overview on the competence development and learning strategy to be implemented to meet the target group's competence development and training needs, as well as to standardise quality.

The targeted audience for the training will be the Mayors and Directors of PUC from the countries covered with the LL SEE project: Bosnia-Herzegovina, Macedonia, Serbia and Croatia. It is envisaged the training to be held in Zagreb, Croatia on 13-14 of December 2016, with approximately 25-30 participants.

The **specific objectives** of the assignment are to:

- 1) Prepare the training for delivery, in line with the RTDS and the relevant Specific ToT manual;
- 2) Deliver the training on the following LL SEE topic: **Efficient Organisation and Effective Management of Communal Services**,
- 3) Submit a comprehensive training report, with key findings, lessons learned and recommendations.

Preparation, tailored design and delivery will be based on the following documents (Training Package), which will be delivered to the selected trainers:

- 1) **Regional Training Delivery Scheme (RTDS)**, developed within the LL SEE project framework,
- 2) **Generic ToT Guidelines with the standard training templates**, as a framework for training preparation and delivery/facilitation (including LL SEE Methodological Minimum Standards, PPT and handout template/design, pre-assessment sheet, list of participant form, logistics check-list, participants' evaluation sheet, etc.)
- 3) **Specific ToT manual - Efficient Organisation and Effective Management of Communal Services**, including the necessary guidance for training delivery and all workshop materials.

The respective documents will be provided to the trainers after signature of the contract.

III. Responsibilities and tasks of the Regional Trainers

The training will be delivered by a team of trainers comprised of one Lead Trainer (LT) and one Co-Trainer (CT). Interested trainers from the LL SEE Trainers' Pool are encouraged to form the training tandem and propose the Lead Trainer and Co-Trainer. The Lead Trainer should ensure that both the necessary expertise and adequate facilitation skills are adequately covered by the proposed training tandem,

including the knowledge of adult training techniques and the minimum LL SEE training standards. The Lead Trainer is also encouraged to propose additional resource person(s) – crucial expert(s), or practitioner(s) in the field, if applicable.

The training tandem should be comprised of trainers coming from the different countries covered with the LL SEE project (Bosnia-Herzegovina, Macedonia, Serbia and Croatia) in order to promote regional experience exchange, peer learning and dialog.

According its specific aim, the assignment consists of three sets of activities:

- 1) Training preparation
- 2) Training delivery and
- 3) Training reporting.

The responsibilities and tasks of the trainers (hereinafter referred to as LT and CT) are described below. The Lead Trainer will be free to divide the roles and responsibilities between himself/herself and the Co-Trainer, as appropriate. Reference to responsibilities and tasks of other entities involved is made to correspondingly clarify the division of roles and activities.

1) Set of activities referring to training preparation

As a part of this set of activities, the LT involved in the implementation of the LL SEE regional training is obliged to:

1. Participate in the preparatory talks and consultations with the NALAS,
2. Coordinate preparatory activities with the Co-trainer (CT),
3. Get fully acquainted with the RTDS and Generic ToT Guidelines, with a particular focus on LL SEE Methodological Minimum Standards for Training Delivery and Quality Assurance,
4. Review the existing specific training manual and training materials on the selected training topics to be delivered,
5. Request a resource person or persons (subject matter experts, practitioners and/or representatives of relevant national institutions), if applicable,
6. Assist the NALAS on the selection of training participants,
7. Perform the pre-assessment of the participants' background, level of knowledge, skills, expectations and needs, by making use of the standard format contained in the training package,
8. Suggest any changes and tailoring of the materials, as needed (depending on the specific needs of the participants' groups or recent legal and institutional changes relevant for the training content),
9. Prepare training Agenda and detailed training design using the standardised LL SEE format
10. Prepare materials for participants for printing (in electronic form) in English (or in the LL SEE project countries' local languages) and in the standardized LL SEE format.

Deliverables of this set of activities:

- Completed pre-assessment sheets by the participants,
- Pre-assessment report, with key findings about the participants and recommendations of changes, or a tailored approach, as appropriate,
- Updated and/or modified training materials, based on the identified needs (e.g., legal and regulatory changes) and pre-assessment results, if applicable.
- Agenda and detailed training design in the standard LL SEE format.
- Prepared materials for the workshop participants in electronic form.

Please, note that all logistic matters will be organised by the NALAS. The LT will be duly informed about all logistic details and will be asked to provide input, as necessary.

2) Set of activities referring to training delivery

As a part of this set of activities, the LT involved in the implementation of the LL SEE regional training is obliged to:

1. Deliver the training, together with the selected co-trainer (also, including the resource person, if applicable), on the following training topic:
 - **Efficient Organisation and Effective Management of Communal Services,**
2. Apply the training format, design and facilitation techniques which are fully in line with the LL SEE standards and requirements (as detailed in the RTDS document and the Generic ToT Guidelines),
3. Use the provided specific training manuals as a basis for training delivery.

Deliverables of this set of activities:

- Delivered training on Efficient Organisation and Effective Management of Communal Services.

3) Set of activities referring to training reporting

As a part of this set of activities, the LT involved in the implementation of the LL SEE regional training is obliged to:

1. Prepare a comprehensive training report, including the summary of participants' evaluations, key findings, lessons learned and recommendations, for future use by the NALAS (reporting template provided as an annex to the ToR),
2. Submit the final version of the training materials used (PPTs, handouts, case studies), with the tailored content, if appropriate,
3. Take part in the trainers' feedback session with the NALAS, following the completed training, for the trainer's performance assessment. The trainers' feedback session, also, includes the co-trainer.

Deliverables of this set of activities are:

- Final training Agenda and detailed training design,
- Signed list of participants,
- Completed evaluation sheets by the participants (in original),
- Summary of evaluations in standard Excel format,
- Final version of the materials used for the training,
- Photo documentation of participants/process and workshop outputs (on flip-chart and pin-board)
- Training report.

IV. Deliverables and Time Frame

When?	What?	Who?
24.10.2016	Signature of contract with the NALAS/initial meeting – each trainer separately	NALAS, Lead Trainer (LT), Co-Trainer (CT)
25-27.10.2016	Orientation meeting with other trainers and NALAS representatives and additional consultations, as needed	LT, CT, NALAS
25-31.10.2016	Desk research and study of relevant documents	LT, CT
01-21.11.2016	Pre-assess participants' background, skills, knowledge and needs and prepare report on the pre-assessment results	LT, CT
01-27.11.2016	Review and adjust the training materials, based on the pre-assessment and other relevant input (if applicable)	LT, CT
28.11.2016-04.12.2016	Prepare final version of materials for participants in electronic form	LT, CT
05.12.2016	Submit materials to the NALAS for printing	LT
13-14.12.2016	Deliver training on Efficient Organisation and Effective Management of Communal Services	LT, CT, resource person
15-22.12.2016	Prepare the training report with annexes	LT
23.12.2016	Submit the training report with annexes	NT
14.12.2016	Take part in the feedback session with the NALAS	NT, CT, NALAS

V. Man Days

The following days are agreed upon for the entire assignment:

<i>trainers / activities</i>	<i>preparation</i>	<i>delivery</i>	<i>reporting</i>	<i>working days (up-to)</i>
Lead Trainer	3	2	1	6
Co-Trainer	2	2	0	4

The LT is expected to provide a detailed work plan per each set of activities in his/her proposal, including the activities of the CT and the resource person(s).

Costs for travel and accommodation related to the training will be covered by the NALAS. The contract between the NALAS and each selected trainer will be signed separately, under the Macedonian's Laws.

VI. Trainers' Profile

The ToR require highly experienced Lead Trainer and Co-Trainer, with hands-on knowledge of local government and public utility companies' functioning, including processes, procedures, organizational aspects, the current status and needs for human capacity development, particularly in the area of water supply and sanitation is highly valued. The LT and CT(s) have to fulfil the following requirements:

- The trainer possesses a certificate of successful completion of LL SEE Generic ToT and the specific ToT on the topic which will be delivered as a part of this ToR.
- Sector competence: at least 5 years experience in local government/public utility company functioning. Experience in working with public utility companies and, particularly, in the area of water supply and sanitation would be considered as an added value.
- Methodological competence: at least 5 years experience within the field of capacity development at the local level, focusing on competence development, dialogue and training and respective training concept development at local level (to be demonstrated by having delivered at least 10 trainings to local government/public utility company participants).
- Skills: high level of interpersonal communication, presentation, facilitation and networking skills
- Good knowledge of adult-oriented learning approach.
- Language requirements: The training will be delivered in English (or in the LL SEE project countries' local languages). Fluency in English is required.
- Other: Promptness, high flexibility, ability to work under tight deadlines.
- Working experience in the context of EU accession and integration is an asset.

The LT and the CT 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 human capacity development.

VII. Proposal

The Lead Trainer is asked to submit a proposal, including the proposal of the Co-Trainer and the resource person (if applicable) **by 21.10.2016**. The proposal has to be submitted in English **by e-mail, at kolic@nalas.eu** and shall contain the following sections:

- CVs of the proposed Lead Trainer and Co-Trainer,
- A brief summary of expertise/area of responsibility of the proposed resource person, if applicable.
- LL SEE certificate of Generic and Specific ToT completion,
- Letters of reference for relevant assignments, presented in the CV,
- Proposal for Agenda for two days training on Efficient Organisation and Effective Management of Communal Services with focus on the topics: Framework for WSS Services (Organization of WSS services at local level and FOPIP), Key Areas of Improvement (PSA and Tariff Policy) and Tools for Effective Management (KPIs and Benchmarking), appropriately tailored for the above mentioned target group.
- Proposal for site-visit (half day, to be appropriately incorporated in the proposal for the Agenda) that will present practical examples and experiences (best practices) for the training's key topics.
- Proposal for detailed training design with elaboration of the learning objectives and training sessions' structure, content and methods, with roles and responsibilities of each member of the training team.
- Proposed man days for each activity and each involved trainer and resource person (if applicable),
- Proposed operational plan (time line, milestones, meetings etc.),
- Proposed experts' daily rate. Financial offer 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).

VIII. Evaluation Criteria and Scoring

The proposals will be evaluated based on the following criteria:

- 40% Trainers' Profile: Trainers' expertise and experience for fulfilling the tasks under this ToR;
- 40% Technical Offer: proposed Agenda and detailed training design, methodological approach, solutions, work plan;
- 20% Financial Offer.

IX. Reference Persons

The reference person for this assignment is the NALAS's Project Manager, Miodrag Kolić.

Email address: kolic@nalas.eu

X. Modification of Terms

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

XI. 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 Trainers 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.

XII. 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.

XIII. Reporting

The training report should be submitted, not later than 5 working days after the training delivery, by the Lead Trainer. The reporting format to be used is provided as Annex 1 to the ToR.

XIV. Terms and Payment

The Lead Trainer and Co-Trainer will be hired under separate Individual Contracts (IC) each, signed by the NALAS and will be paid upon submission and approval of the deliverables listed above. The LT and CT shall provide the IC timesheets (following the template in Annex 2 to the ToR) together with the deliverables in order to proceed with the payment.

The payment will be based on the actual number of working days (according to the submitted timesheet) invested for the development of each deliverable, but not exceeding the approved number of days for each of the proposed trainers.

The Lead Trainer's and the Co-Trainer's assignment-related costs (travel and accommodation costs) will be covered by the NALAS.

XV. Performance indicators

The indicators reflecting the Lead Trainer's and the Co-Trainer's performance are: timely presentation of results and outputs, quality of training delivery in line with the LL SEE minimum standards, participants' evaluation results and quality of the reports to be provided to the NALAS Project Manager. The trainers' performance will be evaluated by the NALAS at the feedback session with trainers, following the delivered training. The Trainers' Performance Form is provided in Annex 3 to the ToR.

XVI. Evaluation of work

The performance of the tasks will be assessed by the Project Manager (or other appointed person) from NALAS.

List of Annexes:

Annex 1: Timesheet Template

Annex 2: Training Report Template

Annex 3: Trainer's Performance Assessment Form

Annex 1:

TRAINING REPORT

Local Leaders – South-East Europe (LL SEE)	
Training Title:	
Training Date:	
Venue:	Country, place
Trainers and Resource Persons:	Lead Trainer: _____ Co-Trainer: _____ Resource Person(s): _____
Participants:	Total number of participants: _____ Male: _____ Female: _____ LGU: _____ PUC: _____ Other: _____ LGA: _____ NALAS: _____
Training Purpose:	•
Training Objectives:	• xx • xx • xx
Training Materials:	List all available training materials
Key Training Topics and Short Description of Training Sessions:	DAY I DAY II
Training Outputs	
Overall Impressions of the Trainers about the Training:	
Expectations of the Participants:	
Overall Impressions of the Trainers about the Participants	
Raised Issues and Challenges:	

Lessons Learned and Follow-up	
Key Findings/ Lessons Learned	
Recommendations:	
Conclusions and Next Steps:	

Summary of Participants' Evaluation Results:

Brief qualitative summary – attach summary in Excel as Annex

Other Comments/Remarks:

List of Mandatory Annexes:

- Annex 1:** Completed Pre-Assessment Sheets by the Participants in electronic form
- Annex 2:** Summary Pre-Assessment Report with Lessons Learned and Recommendations
- Annex 3:** Final Training Agenda
- Annex 4:** Final Training Design
- Annex 5:** Final Training Materials (PPT, handouts) in electronic form
- Annex 6:** Signed List of Participants (scanned and original)
- Annex 7:** Completed Evaluation Sheets by the Participants (scanned and original)
- Annex 8:** Summary of Participants' Evaluations in Excel Format
- Annex 9:** Photo Documentation from the Workshop (participants/process and training outputs)
- Annex 10:** Trainer's Performance Form (to be added by NALAS)

Annex 2:

Time Sheet

Project Title	"Local Leaders in Southeast Europe: Lead for Change – LL SEE"
Contract Nr.	xxx, dated dd/mm/yyyy.
Contractor:	NALAS
Training Title:	xx
Trainer's Name:	xx
Position:	Lead Trainer / Co-Trainer

Period

_____ (month) (Year)

Date/day	Activity nr.	Working Day (<= 22/Month)	Per Diem	Location	Short Description of Activities
01					
02					
03					
04					
05					
06					
07					
08					
09					
10					
11					
12					
13					
14					
15					
16					
17					
18					
19					
20					

21						
22						
23						
24						
25						
26						
27						
28						
29						
30						
31						
Total			00,0			

Total working days

00,0

**Total Per
Diems**

0,0

Expert

(signature, date)

**Project
Manager**

(signature, date)

Annex 3:

LL SEE – Trainers Performance Assessment Form

LL SEE puts high emphasis on continuous performance improvement and quality assurance. To do so, this performance assessment form has been prepared aiming at assessing the performance of LL SEE trainers, and allowing quality assurance by the NALAS to jointly improve LL SEE operations and training delivery.

The performance assessment form follows the LL SEE Minimum Methodological Standards in order to ensure their appropriate application during the delivery of LL SEE trainings.

The form will be filled in by LL SEE Project Manager (or other appointed person) from NALAS. To ensure transparency about performance criteria and scale, the form is annexed to trainers ToR. After each training delivered, aspects of performance shall be discussed in a feedback meeting enabling trainers and NALAS to foster learning processes and future improvement.

The grading scale is from 1 - not satisfactory to 6 - excellent.

Training Title - _____

Date and location - _____

Trainer: name and surname - _____

Position - Lead Trainer / Co-Trainer

Preparatory activities and assessment-based preparation	
Trainer participates at the preparatory meetings and actively contributes with opinions and recommendations for selection of training topic and mode of delivery.	
He/she conducts all appointed responsibilities within the trainers team professionally and on time, and has good relations and communication with the other team members.	
Training materials are prepared on time (to be sent to NALAS before the training for processing and printing) and the LL SEE visibility and logos are applied appropriately in all documents.	
The trainees pre-assessment is done and training agenda and design is prepared accordingly.	
Comments:	
Contextualised design	
The LL SEE objectives and activities are presented to the trainees (LL SEE ppt, LL SEE promotional materials and leaflets, LL SEE banner) and LL SEE didactic –based principles are explained.	
Trainer ensures relevance and link to trainees' professional backgrounds and learning expectations. (Pre-assessment findings presented, trainees' expectations from the training discussed and incorporated in the training agenda and design).	
Training objectives and goals are presented and agreed with participants.	
The training agenda is visible positioned in the venue. The changes in the training agenda is discussed and agreed with participants.	

Comments:	
Co-constructive methods	
Trainer motivates and enables active participation of trainees by using variety of adult-oriented learning methods highlighting interaction, practice-orientation, reflection and dialogue. (Work in groups, group assignments and presentations, group and plenary discussions).	
Trainees are motivated and participate in discussions, group works, training exercises and presentations.	
Trainer uses different visual techniques (flipchart papers, pin-boards, meta-cards etc.).	
Comments:	
Comprehensive and tailored content	
Specific training content is tailored to specific trainees' needs. Good practices, practical examples and experiences are presented and linked to the work context of trainees.	
The trainees are showing interest for the topics, materials and content presented.	
Trainees participate in discussion and share their experience and expertise.	
Trainer shows confidence and knowledge in content presented, he/she is able to lead open discussion and answer questions.	
Comments:	
Adaptable and flexible implementation	
Trainer adapts design and respective sessions (methodological and content-wise) at a daily base to ensure meeting trainees' learning style and expectations.	
Trainers team is well coordinated and trainers support each other in conducting the training.	
Comments:	
Facilitating trainers	
Trainer is a learning partner/coach and not an instructor.	
He/she shows energy and enthusiasm for the topics being covered.	
Trainer is neutral and objective and conduct the training in an impartial and non-partisan manner.	
Participants are motivated and enabled to actively get involved, the trainer finds a way of adequately involving each participant.	
Trainer acknowledges and respects each individual participant and ensures that all participants show mutual respect.	
Trainer encourages development of trust and safety. Participants feel free and comfortable in the group.	

Trainer has a punctual and good time-management. He/ she sets the training session for a reasonable time and observe carefully the dates and times allocated for activities.	
Trainer manages conflicts with sensitivity.	
Comments:	
Enabling logistics	
Trainer provides instructions for selection of adequate venue (arrangements and setting i.e. natural light, fresh air, break-out rooms, enough space) and training equipment and materials needed (to be done in context of preparatory meeting with NALAS).	
He/she uses available venue space and equipment flexibly, and creates comfortable working arrangements and settings.	
Comments:	
Equal access	
Trainer fosters gender balance and equality.	
Trainer provides equal opportunities to participants from LGUs and PUCs, in discussions, group works and presentations.	
He/she provides examples and explains the benefits and importance of improvement of cooperation and partnership between LGUs and PUCs related to the training topics and objectives.	
Comments:	
Reflective evaluation	
Trainer prepares/ensures that the standardised LL SEE training evaluation sheet is adopted with the training's learning objectives and for individual evaluation of each trainers' performance.	
He/she ensures that all trainees receive respective evaluation sheet and all evaluation sheets are answered and collected.	
Comments:	
Recommendations for the trainer:	

Performance assessment score: _____ (is calculated as average of all sub-scores)

Name and surname of the assessor _____

Signature _____