

Terms of Reference (ToR)

Project name: Regional Capacity Development Network for Water and Sanitation Services (hereafter RCDN)

Title/Purpose of the Short-term Assignment: Expert for development of training curriculum, materials and manuals for training in Capital Infrastructure Investment Project in water sector

Duration of Assignment: 20th of June – 30th of November, 2018

1. Overall Project Background

The project “*Regional Capacity Development Network (RCDN) for Water and Sanitation Services*” aims at increasing the effectiveness and efficiency of the water utilities in the Western Balkans, contributing to better service provision with larger numbers of population groups getting access to drinking water and sanitation services and meeting the EU environmental Acquis Communautaire.

The project is **jointly financed by** the Swiss State Secretariat for Economic Affairs (**SECO**) and the German Federal Ministry of Economic Cooperation and development (**BMZ**), and **it is administratively embedded in** the GIZ Project “Open Regional Fund for Southeast Europe - Modernisation of Municipal Services (**ORF MMS**)”, commissioned by BMZ.

Three key sets of activities will contribute to achieve the RCDN project outcomes:

- **Outcome 1:** The Associations of water utilities and municipalities in the Western Balkans, in cooperation with NALAS and IAWD, are enabled to deliver quality capacity development measures to water utilities and municipalities in the frame of the RCDN in a financially sustainable manner.
- **Outcome 2:** Management and technical staff of water utilities and public officials of municipalities have access to and make use of RCDN’s high-quality, demand-oriented and standardised capacity development products.
- **Outcome 3:** National Authorities, International Financial Institutions and Donors promote the use as well as contribute to the improvement of the RCDN capacity development offer.

The RCDN builds upon and integrates the existing Capacity Development (CD) activities, on regional as well as national levels, and facilitates scaling-up and further replication throughout the region. Strengthening capacities of associations for collaborative CD delivery is core of the methodological approach. The project will provide the necessary assistance for introducing and enhancing functional capabilities, procedures and instruments that shall allow the RCDN partner associations to deliver fee-based CD products to water utilities and municipalities in an effective manner.

To this end, the project will enable 16 associations of municipalities and water utilities from Albania, Bosnia and Herzegovina, Kosovo, Macedonia, Montenegro and Serbia, as well as their regional networks NALAS and IAWD, to facilitate and coordinate CD initiatives in the region and to support the delivery of CD measures to

water utilities and municipalities in the respective countries. It will also involve further key stakeholders, such as lending institutions (International Financial Institutions – IFIs, etc.) active in the infrastructure sector which are interested in strengthening capacities to develop and secure their operations in the water and sanitation sector or Donors which may benefit from a regional platform to identify CD needs, dialogue with the stakeholders and their design policies.

From the very start, priority is set on mobilizing potentials as well as existing initiatives or good practices in the countries of implementation which could be used as an opportunity for the swift improvement of the CD offer through up-scaling, complementing, partnering-up, etc. As a result, eight first CD measures (Quick Wins) have been identified and developed by the LGAs or APUCs (hereinafter Associations) for implementation in 2018.

The objective of the CD measure “Introduction of Capital Infrastructure Investment Projects training for LGUs and PUCs” is to use the trainings developed by NALAS to propose a new RCDN product targeting, jointly, the decision makers - elected officials from a municipality along with the PUC’ managers.

The new training in “Capital Infrastructure Investment Projects in the water sector” should be developed by adapting the already existing trainings developed by NALAS within the LL SEE project in order to address the specific needs of both target groups:

- a. Municipal decision makers: (1) Municipal counsellors - members of the PUCs’ Supervisory boards; (2) Mayors; (3) General Secretaries; and (4) Heads of Departments of Finance, Communal services and Investments.
- b. Management of the PUCs: (1) General Manager; (2) Technical Manager and (3) Finance Manager.

The trainings will be implemented¹ in Albania, Macedonia, and Kosovo through collaborative training delivery through joint hubs involving LGAs and APUCs of the countries of implementation.

Therefore, NALAS, as a partner organisation in the RCDN Project Implementation Team, invites companies and experts with relevant experience and expertise to submit proposal for provision of Consultancy Services for development of training curriculum, materials and manuals for the training in “Capital Infrastructure Investment Projects in the water sector”.

2. Aim of the Assignment

As mentioned above, the new training in “Capital Infrastructure Investment Projects in the water sector” has to be developed based on adaptations of the existing training manuals developed by NALAS within the LL SEE project:

- Preparation for infrastructure investment projects,
- Development of infrastructure investment projects, and
- Implementation of infrastructure investment project.

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

General objective of the assignment is to develop a new RCDN training in “Capital Infrastructure Investment Projects in water sector” targeting, jointly, the decision makers – elected officials from municipalities along with the PUCs’ managers.

¹ The first training delivery is envisaged for the period September-October 2018. The countries of delivery can be changed and the number of countries could be increased depending from the interest of the partner associations.

In that regard, the specific objectives of the assignment are:

1. Development of curriculum² for the Training in “Capital Infrastructure Investment Projects in the water sector”,
2. Development of the training materials and manuals for a comprehensive training course in “Capital Infrastructure Investment Projects in the water sector”.

3. Tasks and Responsibilities of the Expert

The concrete tasks and responsibilities of the Expert are defined as follows:

Specific Objective 1: Development of Curriculum for training in Capital Infrastructure Investment Projects in the water sector

1. Review of the existing training manuals and materials and use them as a base for the training curriculum and content. This includes review of LL SEE training manuals: Preparation for infrastructure investment projects, Development of infrastructure investment projects, and Implementation of infrastructure investment project.
2. Development of training curriculum for training in “Capital Infrastructure Investment Projects in the water sector” based on existing LL SEE manuals with elaboration of: training’s learning objectives, target group, format, duration, key topics, methodological aspects, and etc. (by using the RCDN template for training curriculum).

The training curriculum will have to be send to the Training Editorial Board, comprised of relevant experts from the region and the representatives from IFIs active in the infrastructure sector, for quality control, validation and approval and will have to be finalised upon its, and the International Expert’s (IE) feedback and comments.

Specific Objective 2: Development of the training materials and manuals for a comprehensive training in Capital Infrastructure Investment Projects in the water sector

1. Development of comprehensive training manual for trainees and training manual for trainers with appropriate instructions and guidance for the users based on adaptation of existing LL SEE manuals.

Specific tasks and responsibilities for development of training manuals includes:

- a. Development of brief training description following the designed curriculum: training’s learning objectives, target groups, structure, learning requirements, key tasks for participants, evaluation of participants' performance;
- b. Organise the course in modules and sessions, develop modules' and sessions' introduction, content and training materials and ensure step-by-step learning and smooth flow between different modules and sessions.

The content and the training materials should also provide examples of best practices, successful projects and experiences (i.e. testimonials of practitioners, characteristics of successful WSS projects, cooperation of LGU and PUC, etc.) in capital infrastructure investment projects in water

² See Annex 1 RCDN Glossary – Good to Know

sector, as well as illustrations, graphics and photos to illustrate the course (water facilities, working processes, etc.);

- c. For each module and session, produce required readings, as well as list of suggested readings;
- d. Develop Power Point presentations for each module and session, with proposed presentation notes and discussion questions for the plenary discussions, that will introduce participants to the most important topics of each module and session of the course;
- e. For each module and session, design appropriate individual or group exercise/s, assignment/s and test/s, with possible solutions, that will assess participants' knowledge and enable them face real life situations in capital infrastructure investment projects. This should provide the content, training materials and handouts for participants, but also propose the most appropriate visual look/form;
- f. Prepare comprehensive training manual for trainees and training manual for trainers with appropriate instructions and guidance for the users;
- g. List training course bibliography;
- h. The training content and materials should be adapted to the countries' specific contexts (e.g. regulatory reforms in Macedonia, Albania, and Kosovo).

The Expert should clearly mark the parts that will have to be contextualised to the countries' specific, and this should not be more than 20 % of the overall content.

Additional experts will be contracted as resource persons for contextualisation of the training content and materials to the countries' specifics. It is expected the Expert to be on disposal and to provide guidance and instructions to the additional experts regarding the contextualisation of the training content and materials. The expert should also give proposals on resource persons (subject of approval).

The Training Editorial Board will provide quality control, validation and approval of the training materials and manuals and they will have to be adapted upon its and IE's feedback and comments.

2. Adaptation and finalisation of the training manuals based on the experience from the first realisation of the training.

The lessons learned and feedback from the trainers and participants of the first training delivery in Albania, Macedonia and Kosovo, as well as from the partner associations, RCDN PIT, the Training Editorial Board, GIZ ORF MMS, and IE will be collected and provided to the Expert for his/her consideration, and improvement and finalisation of the manuals.

All products under this assignment, the curriculum and the manuals, will be prepared in English language, and will have to be developed according the RCDN minimum methodological standards for training delivery, that will be provided to the Expert after signature of the contract.

3. Expected outputs and proposed timeline

The following table provides an overview about the expected main outputs, estimated level of efforts and tentative timeline of the tasks to be conducted by the Expert:

Consultancy Tasks	Expected outputs/Deliverables	Tentative timeline
Signature of contract.		June 20 th , 2018
Preparatory talks with the NALAS staff, RCDN PIT, and the GIZ ORF MMS project staff as well as 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.	A brief inception report compiling the main findings of the preparatory talks.	June 20 th , 2018
Specific Objective 1: Development of Curriculum for training in Capital Infrastructure Investment Projects in the water sector		
Review of the existing training manuals and materials and development of draft proposal for training curriculum, content and topics.	Draft proposal for Training Curriculum.	June 28 th , 2018
Development of final training curriculum based on the feedback from the Training Editorial Board and IE.	Finalised and approved Training Curriculum.	July 10 th , 2018
Specific Objective 2: Development of the training materials and manuals for a comprehensive training in Capital Infrastructure Investment Projects in the water sector		
Development of comprehensive training manual for trainees and training manual for trainers with appropriate instructions and guidance for the users.	Training manual for trainees, with annexes, and instructions and guidance for users.	August 16 th , 2018
	Training manual for trainers, with annexes, and instructions and guidance for users.	August 16 th , 2018
Contextualisation of the training content and materials to the countries' specific contexts (definition of the parts that need to be contextualised, guidance and instructions to additional experts, collecting and review of the additional experts' input, and completing the manuals).	Contextualised and completed training manuals for trainees and trainers, with annexes, and instructions and guidance for users.	September 5 th , 2018
Adaptation of the training manuals based on the lessons learned and feedback from the first realisation of the training.	Adapted and finalised versions of the training manuals.	November 30 th , 2018

Notes:

- Working time for the entire assignment is estimated to up-to a **total of 20 working days**.
- The Applicant is expected to provide details about working days for the above-described tasks in his/her proposal.

4. Expert's Profiles and Roles

For the realisation of the assignment, one Expert is required. The Expert will have to prove the required technical expertise and cooperation skills in order to achieve high quality results (deliverables) within the expected timeframe.

Qualifications and specialized knowledge/experience required

Expert (Training Manual Developer):

The Expert has overall responsibility for development of the training curriculum, materials and manuals.

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

Sector competence:

- More than 7 years of experience within the field of LGU/PUC functioning, focusing on the following sectors: performance improvement of PUCs in WSS sector, financial operations of PUC, efficient utility and/or infrastructure management, local governance, and Capacity Development, with focus on training.

Methodological competence:

- More than 7 years of experience within the field of Capacity Development on local level, focusing on competence development, training and ToT measures, and respective training development and delivery at local level (to be demonstrated by having contributed to the realisation of at least 10 training activities and in development of 2 training manuals);
- 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).
- More than 7 years of experience within the field of local government and WSS sector, preferably in the field of infrastructure investment project in the water sector, performance improvement of PUCs in WSS sector, and efficient utility and/or infrastructure management;
- Sound coordinating and networking skills and participatory working attitude (to be demonstrated by assumed team leading position in the context of at least 3 projects);
- Profound IT skills: MS Office (Word, Excel, PowerPoint);
- Experience in preparation and implementation of infrastructure investment projects of International Finance Institutions (IFIs) or various donors (e.g. EU programmes and funding mechanisms) is considered as an asset, and
- Working experience in the context of EU accession and integration will also be considered as an asset.

Regional competence:

- At least 5 years working experience in SEE countries, preferable in the countries where the training will be delivered (Albania, Macedonia and Kosovo).

Other competences:

- Language requirements: Fluency in English, and
- Professionalism: Reliability, confidence, promptness and high flexibility.

It has to be highlighted that the applicants are expected to precisely demonstrate above-mentioned expert profile in their proposal. Respective competences (sector, methodological, regional and other competencies) have to be demonstrated by naming projects in which the proposed expert has been involved.

5. Reporting and contract duration

The Expert shall provide a general plan for the assignment, prepared in English, that is to be reviewed and approved by the Project Manager (following the template in Annex 2), not later than 5 days after the signing of the contract.

The tasks should be completed till November 30th, 2018 with final report of the assignment, prepared in English and provided not later than 5 days after the finalisation of the assignment. The report (following the template in Annex 3) with all related outputs shall be submitted to the Project Manager for reviewing and approval. The report shall also state observations on problems/risks encountered and recommendations for improvements/additional activities/risks mitigation actions.

The contract duration is from 20th of June, 2018, until 30th of November, 2018.

6. Instructions for applicants

Applicants have to consider the following instructions:

a) Proposal

The following format and sequence should be followed and considered as compulsory in order to provide consistency in collection of comparable offers and to ensure each proposal receives full and fair consideration. All pages should be consecutively numbered.

The proposal has to be submitted in English and shall contain the following sections:

1. Technical Offer:

- Cover page, showing applicant'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 applicant and its suitability for assignment (if the applicant is company);
- Description of the proposed expert and her/his suitability for the assignment;
- Recommended approach/methodology on how to realise the assignment (explanation of working steps to carry of the above mentioned tasks);
- Proposed operational plan (time line, milestones, meetings etc.);
- Proposed expert days for each activity.

2. Financial Offer:

Financial offer that shall contain the total budget for executing of the task, as well as the proposed expert's daily rate. The budget should be presented in details for all activities. The prices should be stated in EUR (gross amount), VAT shown separately.

3. Capacity Guarantee:

- List of references/company's portfolio relevant for this assignment (at least 3 similar tasks, preferably conducted in the SEE region, should be presented);
- Detailed CV of the expert proposed to execute the assignment, with relevant project references, references' names and contact details;

And if the applicant is company:

- 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);
- Documents confirming the financial capability of the company.

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

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

b) Closing Date and Location

To be considered, the proposals must be received in electronic form no later than 16:00 (Close of Business), 15th of June, 2018 (Friday), at the following email address: kolic@nalas.eu

c) Evaluation and Scoring

Evaluation team will be established to evaluate the proposals based on the following criteria:

- 40% Company's Capacities and Expert's Profile: Company's and expert's expertise and experience for fulfilling the tasks under this ToR;
- 30% Technical Offer: proposed approach/methodology, solutions, work plan;
- 30% Financial Offer.

The proposals will be evaluated, if the following obligatory requirements are met:

- the proposal must be submitted in English;
- the proposal must be submitted by the stated deadline;
- the proposal must clearly list, in details, what services will be provided with the associated costs for each component;
- the proposal must contain a list of references of past projects and work of this nature, with contact names and telephone numbers.

***** Note for applicants:** Applicants are solely responsible for their own expenses in preparing a proposal and for subsequent negotiations with the NALAS.

7. Travel costs

No official travels are envisaged under this assignment.

8. Reference Persons

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

Email address: kolic@nalas.eu

9. Modification of Terms

Some tasks might be a subject of discussion and review, which can lead to slight adaptations, based on the experiences, lessons learnt and the actual needs of the partners, as a result of the project progress and its achievements. The work schedule might also be adapted according to the project progress and partners' expectations, so a flexible approach is expected from the contractor.

Yet, this ToR may be amended, varied or modified in writing after mutual discussions, consultations and agreement between the project team and the contractor. NALAS reserves the right to modify the terms of this ToR at any time at its sole discretion.

10. 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 applicants 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 association and the RCDN.

11. Terms and Payment

The payment will be done in 2 instalments after receiving all specified documents:

1. First instalment of 40% of the total price after developed and approved curriculum for the training;
2. Second and final instalment of 60% of the total price, after completing the assignment and approval of all deliverables, as described in Chapters 2 and 3 of this ToR.

The payment will be based on the actual number of working days (according to the submitted timesheet, following the template in Annex 4) invested for the development of each deliverable, but not exceeding the approved number of days.

12. Contract Negotiation

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

13. Ownership

All materials, documents and information prepared, developed or adjusted by the Expert for the purposes of realisation of the assignment under this ToR, remain the property of the RCDN. The company and the Expert agree that no part of the training materials, documents and information may be reproduced or distributed in any form, or by any means, or stored in a database or retrieval system, for any other purposes and objectives than those related to this ToR.

14. Performance indicators

The indicators reflecting the Expert's performance are: timely presentation of results and outputs, quality of documents and reports to be provided to the Project Manager.

15. Evaluation of work

The performance of the tasks will be assessed by the Project Manager.

16. Annexes

Annex 1: RCDN Glossary – Good to Know

Annex 2: Plan for the assignment

Annex 3: Final report for the assignment

Annex 4: Timesheet

Annex 1

**RCDN Glossary: Good to Know
(extract)**

RCDN Term	Definition
Capacity Development (CD)	<ul style="list-style-type: none"> • RCDN understands CD as a process through which individuals, organisations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time. • RCDN CD focuses on three intervention levels, namely Person, Organisation, and Society. The level Society is distinguished into a) development of cooperation in the sector, and b) creation of enabling environment (framework conditions). • Thus, RCDN does not reduce CD to training.
CD Curriculum	<ul style="list-style-type: none"> • A CD curriculum is a short, but comprehensive overview on a CD measure (e.g. a training, a peer exchange, a Training of Trainers, a study tour). • It contains learning objective and structure of the CD measure, its content, and methods and tools that shall be used. • It does not contain the elaborated package of material used within the CD measure (e.g. training material, tools and process procedures).
CD Product	<ul style="list-style-type: none"> • To highlight market-orientation and that there is a price for CD, RCDN introduces the term CD product. • Thus, a CD product is made available to RCDN target groups (users, e.g. LGUs, PUCs) against payment and through formalised processes (e.g. contract) as well as organised selling and promotion channels. • All RCDN CD products aim at improving municipal service delivery and collaborative learning. • Thus, they refer to improving individual performance (CD level Person), organisational performance (CD level Organisation) and cooperation in and between the WSS and LG sector (CD level Society). A CD product can focus on one CD level, only, but most often considers more than one CD level. • A CD product consists of a) qualified staff (e.g. trainers, moderators, advisors, resource persons) and b) a comprehensive compilation of materials and tools (e.g. CD curriculum, manual, tools and processes). • A CD product is not a stand-alone CD measure.
Collaborative Learning	<ul style="list-style-type: none"> • RCDN defines collaborative learning as a form of learning that joins individuals to learn together and to capitalise on competences, expertise and experience of others. <p>Collaborative learning is the RCDN umbrella term for all CD formats used in context of RCDN, and the overall guiding RCDN learning principle.</p>
Training	<ul style="list-style-type: none"> • RCDN defines training as a practice-oriented learning activity aiming at up-grading knowledge, know-how and competences.

Annex 2

ASSIGNMENT PLAN

1. Expert (Name)	

2. Mission duration	
Start date:	
Finish date:	

3. Task / Topics: <i>Please add as many rows as necessary (see TOR for the Assignment and make sure it complies with ToR and deliverables from previous assignments, if any)</i>	
-	
-	
-	

4. Planned/indicative activities: <i>Please add as many rows as necessary</i>		
According the assignment duration insert (as many rows as necessary)	Activity	Counterparts to meet
Day 1		
Day 2		
Day 3		
Day 4		
Day 5		

5. Planned results / outputs related to the mission: <i>Please add as many rows as necessary</i>	

6. Other Issues / Assumptions	

Annex 3

FINAL REPORT

Expert is required to prepare a report at the end of the assignment. This report should be submitted/send to the Project Manager. Payment of fees will be conditional upon approval of outputs of the final report. The following is the layout and content of the report.

1. Expert (Name)	

2. Assignment Reporting Period	
Start date:	
Finish date:	

3. Purpose of Assignment

4. Main activities undertaken

5. Outputs delivered

6. Activities for next assignment

7. Comments/Important risks/issues associated with the project/activities undertaken

Annex(es):

(Please add all Annexes, incl. training handouts, deliverables)

Signature of the Expert / Date of the Report		
Project Manager Approval		
Comments		

Annex 4

Time Sheet

Project Title	Regional Capacity Development Network (RCDN) for Water and Sanitation Services
Contract Nr.	xxx, dated dd/mm/yyyy.
Contractor:	NALAS
Assignment Title:	Xx
Expert's Name:	Xx
Position:	Expert

Period

_____ (month) (Year)

Date/day	Activity nr.	Working Day (<= 22/Month)	Per Diem	Location	Short Description of Activities
01					
02					
03					
04					
05					
Total		00,0			

Total working days

00,0

Total Per Diems

00,0

Expert

(signature, date)

Project Manager

(signature, date)