

## SoRi II

# Terms of Reference

### for engagement of a Training Provider for Development and Delivery of Regional Trainings on Social Rights for Vulnerable Groups

#### I. Background

The Western Balkans economies are facing immense socio-economic challenges and the economic consolidation is slow and only reaches part of the population. Despite reforms in the area of rule of law and human rights, many people, especially members of the vulnerable groups experience multiple discrimination. This results in increased desire of many (particularly young) people in the region to emigrate and exacerbates societal and political conflicts. Also, members of vulnerable groups often do not have sufficient knowledge about social rights and access to social services, education and healthcare, and mostly depend on assistance from the state. The competent institutions, and especially the local governments, have so far not been able to support these people sufficiently and to create adequate conditions for equal access to social rights and social services to all vulnerable groups. What's more, institutions do not have the relevant data required to engage in planning and evidence-based policy development focused on the needs of these groups.

The inclusion of particularly vulnerable groups is a significant element of EU accession negotiations (especially Chapter 23: Judiciary and fundamental rights, and Chapter 19: Social policy and employment). The ongoing reform and EU approximation process is an important factor of cooperation and political stabilisation in Southeast Europe. The implementation of the legal framework, political strategies and action plans guaranteeing comprehensive economic and social rights has been stagnating for years. Implementation of the 2030 Agenda and its 17 development goals, and especially the overarching "Leave No One Behind" (LNOB) principle, enjoys little attention among relevant state authorities and is progressing sluggishly.

The roots of the situation lie in the lack of competencies, insufficient capacities and financial resources of local governments and other relevant stakeholders, as well as insufficient cooperation between the local and the national level, and across national borders.

#### II. Project summary

The project "Enhancing local capacities to implement the 2030 Agenda and the *Leave No One Behind Principle*" is implemented by NALAS, in cooperation with and supported by GIZ. It contributes to the implementation of the project 'Social Rights for Vulnerable Groups II (SoRi II)'<sup>1</sup> implemented by GIZ, commissioned by the Federal Ministry for Economic Cooperation and Development (BMZ). Specifically, the project is focused on scaling-up of successful approaches for social inclusion (Output 1) and developing and applying a social mapping methodology for planning and decision-making processes on a local level (Output 2). The project duration is 30 months, from 1 January 2020 until 30 June 2022.

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<sup>1</sup> See project factsheet Annex 1

The Overall Objective of the project is to support local governments in the five target economies to improve the economic, social and cultural human rights of their citizens in line with the overarching principle of the 2030 Agenda "Leave no one behind" (LNOB).

The Specific Objectives are:

- 1) to enhance the capacities of local governments, their Associations and other relevant stakeholders to apply successful approaches for strengthening the economic, social and cultural human rights of particularly vulnerable groups and
- 2) to strengthen the capacities of local governments to integrate the overarching principle "Leave no one behind" of the 2030 Agenda in evidence-based planning and decision-making processes.

The project is addressing the lack of institutional capacities, expertise and experience of the local governments and other relevant stakeholders to ensure the social, economic and cultural human rights of their citizens, particularly of vulnerable groups, in five target economies of the Western Balkans - Serbia, Bosnia and Herzegovina, N Macedonia, Kosovo\* and Albania.

The project will institutionalise some of the project's interventions within existing structures of NALAS (via its Knowledge System) and LGAs (via their thematic committees and training centres) and it will systematically work with municipalities to confirm their commitment to address the economic, social and cultural human rights via appropriate institutional and budget resources.

The project will work with the local governments, members of NALAS – Associations of Local Governments and other relevant stakeholders to enhance their capacities and enable implementation of successful approaches that will contribute to creating appropriate conditions for guaranteeing equal economic, social and cultural human rights in line with the overarching principle.

NALAS is a network of associations of local authorities of South East Europe. The Network brings together 14 Associations which represent roughly 7000 local authorities, directly elected by more than 80 million citizens of this region. NALAS responds to its members' needs in strengthening their capacities and provide them with the regional know-how and policy argumentation, supporting their efforts to become viable representatives of local authorities who are up to negotiate with their national government and international organizations for the benefit of the local governments, utility companies and institutions and for the benefit of the ultimate beneficiaries, the citizens in the region of South-east Europe (SEE). Through decentralized cooperation, NALAS members use the Network to support each other, share experiences, produce knowledge, cooperate on cross border projects and contribute to an equitable development, modern and efficient local self-government, increased democracy and stability in the region. Thereby, NALAS also contributes to the process of decentralization and EU integration.

Objective 1 of the NALAS Strategic Plan 2018 – 2022 related to Sustainable Communities foresees improvement of the quality of the services at local level, citizens' participation and community engagement in the local sustainable development, by recognising the importance of economic, environmental and social dimensions. The focus is also given to the leadership role of Mayors and local governments (LGs) as mobilisers of community potentials by utilising the know-how on the social dimension and exploring social contracting as a solution.

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\*This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo Declaration of Independence

Against this background, NALAS is seeking for a competent Training Provider (Company, CSO or Consortium) that will develop and deliver interactive trainings on the topics derive from the 5 successful scaling up approaches:

1. Awareness Raising
2. Mobile Outreach Teams
3. Day Care Centres
4. Social Dialogue Forum
5. Emergency Responses and Disaster Risk Management

Detailed factsheets for the approaches 1 to 4 are provided in Annex 2. The fifth approach related to Emergency Responses and Disaster Risk Management will be developed as task of this ToR.

### III. Aim and Objectives of the Assignment

The **aim** of the assignment is enhancement of the capacities of local governments, their Associations and other relevant stakeholders to apply successful approaches for strengthening the economic, social and cultural human rights of particularly vulnerable groups.

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

- Activity Package 1: Develop training modules (curricula and didactical materials) on the topics for the 5 successful scaling up approaches (see Annex 2)
  1. Awareness Raising
  2. Mobile Outreach Teams
  3. Day Care Centres
  4. Social Dialogue Forum
  5. Emergency Responses and Disaster Risk Management (once the Approach for this topic is developed)
- Activity Package 2: Prepare the training delivery for each of the 5 scaling-up approaches
- Activity Package 3: Deliver an interactive training for each of the 5 scaling-up approaches
- Activity Package 4: Submit separate training reports for each of the trainings, with key findings, lessons learned and recommendations. Template for these reports will be provided.

Development of the tailor-made training modules and delivery and facilitation of the training will be in line with RCDN Quality Standards for Training Delivery (see Annex 3), under supervision of the NALAS and GIZ project staff.

The trainees will be staff from local governments and their Associations from 5 target economies. It is planned at least one regional training to be held in each of the five target economies with approximately 20 participants per training/approach. The training participants should be capacitated and motivated to potentially implement or advocate these approaches in their respective municipalities, as in a next stage of the project different municipalities in the region are supposed to implement these approaches.

#### **IV. Responsibilities and tasks of Training Provider**

Design of the training modules is required to be guided by the following important conceptual and methodological aspects that are crucial to assure quality of the training delivery:

- Flexible and adaptive implementation
- Good practice-orientation
- Assessment-based preparation
- Other aspects specified in the RCDN Quality Standards for Training Delivery

Training delivery will be provided by ensuring that both the necessary expertise and adequate facilitation skills are adequately covered by the proposed professional staff, including the knowledge of adult learning principles and training techniques and the RCDN Quality Standards on Training Delivery.

The assignment consists of four sets of activities:

1. Development of training modules
2. Training preparation
3. Training implementation, and
4. Reporting

##### ***4.1. Set of activities related to the DEVELOPMENT OF TRAINING MODULES***

- 4.1.1. Get fully acquainted with 4 scaling-up approaches (Awareness Raising– Mobile Outreach Teams – Day Care Centres–Social Dialogue Forum) by reviewing the factsheets, consulting the champions for each approach, consulting GIZ country coordinators and/or thematic advisors on approaches in other target economies and any additional required research. For each approach, best practice examples were selected that are described in the factsheets (Annex 2: Fact sheets scaling up approaches). They are referred to as champions. The core of the scaling-up is on the specific approach of the champions' experiences.
- 4.1.2. Develop a scaling up Approach for Emergency Responses and Disaster Risk Management. Necessary information from the champion on this topic for development of the Approach will be collected through desk and field work. The best practice of an Albanian municipality that successfully responded to the needs of vulnerable groups affected by natural disaster of floods or earthquake, even migrant/refugee crisis will be explored. Development of this Approach is foreseen as a responsibility of the Disaster Risk Management Expert with possible inputs (if necessary) by and the Expert on social affairs responsible for development of trainings on Mobile Outreach Teams and Day Care Centres. The same template of Factsheets for all Approaches will be applied.
- 4.1.3. Prepare good practices from the project target economies should contextualise and enrich the developed training modules. Information on other examples should be gathered through general research on the approaches and interviews with GIZ country coordinators and/or thematic advisors in the five project target economies. Interviews can be conducted via Skype;
- 4.1.4. Get fully acquainted with target economies' specific context of scaling up by consulting the GIZ country coordinators.

Get fully acquainted with the RCDN Quality Standards for Training Delivery;

4.1.5. Participate in preparatory talks and consultations (orientation meeting) with the NALAS and GIZ staff. The consultations will be conducted via Skype;

4.1.6. Prepare training guides (for trainers) and materials (for participants) for each training module in English.

As a minimum, the package should contain: curriculum, agenda and session plan for the trainings for each of the topics that shall be delivered in 2 days training event. Time slot for presentation of practical experiences in implementing of Approaches by the Champions shall be ensured. The exact duration of the trainings' sessions will be discussed and decided on once the consultant is contracted.

In addition, the package shall include instructions for exercises, presentations and handouts/materials, evaluation sheet<sup>2</sup>;

As a back-to-back event to regional trainings, to develop a programme for promotional event for mayors from the respective target economy and a promotional power point presentation for all of the approaches combined. In the frame of the training days, the promo event will be organized in addition to the training sessions with duration of 2 hours. Also, to prepare Invitation Letter for regional trainings and promo event for mayors. The LGAs will adapt the Invitation Letter to their national context.

4.1.7. Develop factsheets for each of the trainings and approaches for promotional purposes. The Factsheets will be disseminated in the LGs by LGAs, to raise interest in implementation of the approaches;

4.1.8. Coordinate and present final proposal of the training modules to NALAS and GIZ staff for approval.

**Deliverables of set of activities:**

- Developed scaling up Approach for Emergency Responses and Disaster Risk Management
- Draft training modules for 5 scaling-up approaches  
Note: the training modules will have 2 main parts, a generic part - applicable to all target economies, and a specific part - contextualised to target economies' specifics
- Developed programme for promotional back-to-back event for mayors
- Developed good practices other than developed Approaches which will be integrated within the training materials.
- Promotional factsheets for the 5 scaling-up approaches

**4.2. Set of activities related to TRAINING PREPARATION**

4.2.1. Support NALAS and GIZ in development of the criteria for selection of training participants;

4.2.2. Perform the pre-assessment of the participants background, based on the Pre-assessment Sheet in order to assess the level of knowledge, expectations and needs;

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<sup>2</sup> Evaluation sheet template is part of RCDN Quality Standard package

There will be 20 participants (five per target economy) per training. Participants are professionals from municipalities. They will be selected by the LGs/municipalities based on criteria from NALAS/GIZ.

A template for a Pre-assessment Sheet is already part of the RCDN Quality Standards package. The sheet just needs to be adapted and filled in based on the specific training module;

- 4.2.3. Review and finalise all training materials. Adjust the training materials, if needed (depending on the specific needs of the participants' groups or recent legal and institutional changes relevant for the training content);
- 4.2.4. Prepare detailed list of necessary equipment (laptop, projector, screen, pin-boards, whiteboard etc.)
- 4.2.5. Prepare didactics, materials and Evaluation Sheet for printing (in electronic form) in English.

**Deliverables of set of activities:**

- Completed pre-assessment sheets by the participants,
- Synthesis of pre-assessment sheets, 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.
- Curricula, Agendas, Detailed Training Designs and Invitation Letters in English. Also, programme for promo event for mayors developed in English.
- Prepared didactics, materials and Evaluation Sheet for participants at the training in electronic form in English.

Please, note that all logistic matters (accommodation, travel, training venue, equipment, training materials etc.) will be organised by NALAS and Local Government Associations. The training provider will be duly informed about all logistic details and will be asked to provide input, as necessary.

***4.3. Set of activities related to TRAINING IMPLEMENTATION***

- 4.3.1. Implement 5 regional trainings (1 regional training per scaling up approach) in English language (translation will be provided) with selected participants - in line with training modules and conform to prior participant assessment, Apply training curriculum, design and facilitation techniques which are fully in line with the RCDN Quality Standards and requirements.  
Delivery of back-to-back promo events for mayors.

**Deliverables of set of activities:**

- 5 regional trainings with selected participants and back-to-back events for mayors in 5 scaling up approaches delivered.

***4.4. Set of activities referring to TRAINING REPORTING***

- 4.1.1. Prepare separate reports for each of the trainings, including the summary of participants' evaluations, key findings, lessons learned and recommendations for each of the regional trainings. In addition, a comprehensive Assignment Report should be prepared.
- 4.1.2. Submit the final version of the training didactics and materials used (PPTs, handouts, case studies), with the tailored content, if appropriate

- 4.1.3. Take part in the feedback session after the completion of each of the trainings with NALAS and GIZ staff as well as debriefing after all trainings to complete the assignment.

**Deliverables of this set of activities:**

- Final training Agenda and Design,
- Signed list of participants,
- Completed evaluation sheets by the participants (in original),
- Summary of evaluations in standardised 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), and
- Training reports for each training.
- Comprehensive Assignment Report.

## V. Deliverables and Time Frame

When?	What?	Deliverable(s)
21 April 2020	Signature of contract with NALAS - initial meeting	Consultancy contract signed
22-24 April 2020	Orientation meeting with NALAS and GIZ staff	Common ground for successful implementation of the assignment exchanged and agreed between NALAS and GIZ and Training Provider
27 April 2020 05 June 2020	<b>DEVELOPMENT OF TRAINING MODULES</b>	Chapter 4.1. (period of 6 of weeks for development of each training module)
11 May 2020 02 October 2020	<b>TRAINING PREPARATION</b>	Chapter 4.2. (period of 5 weeks for preparations related to delivery of each training module)
08 June 2020 09 October 2020	<b>TRAINING IMPLEMENTATION</b>	Chapter 4.3. 5 regional trainings (1 regional training per scaling up approach) delivered in accordance to the following tentative schedule: <ul style="list-style-type: none"> <li>- Mobile Outreach Teams: 08-12 June 2020</li> <li>- Emergency Responses and Disaster Risk Management: 15 – 19 June 2020</li> <li>- Day Care Centres: 21 – 25 Sep. 2020</li> <li>- Social Dialogue Forum: 28 Sep. – 02 Oct. 2020</li> <li>- Awareness Raising: 05 – 09 October 2020</li> </ul>
15 June 2020 30 October 2020	<b>TRAINING REPORTING</b>	Chapter 4.3. (period of one week after delivery of each training module until 16 October 2020)  Overall debriefing and feedback session with NALAS and GIZ and preparation of Assignment Report until 30 October 2020

Note: This is a tentative timeline which may be subject to adjustments in case of changing dynamics.

Some changes are possible during implementation of the ToR as a result of Covid19 and measures undertaken by Governments. Selected company will be in regular contact with the NALAS office and will adjust and/or change activities, if necessary, based on the assessment of the situation.

Interested training Provider shall develop and submit detailed **Operational Plan** for each set of activities (development, preparation, implementation and reporting) with respective actions corresponding to the time frame provided in the Table above.

All above listed activities and delivery of the expected outputs are envisaged to take place between **22 April 2020** and **30 October 2020**.



## VI. Concept of the training

The trainings for each of the topics shall be delivered in 2 days regional training events by respecting conceptual and methodological aspects that are crucial to assure quality of the training delivery.

It is planned at least one regional training to be held in each of the five target economies with approximately 20 participants per training/approach.

The regional trainings will be organized in accordance to the following distribution schedule:

Social approach	MKD	KOS	ALB	SRB	BIH
Awareness Raising					
Day Care Centers					
Mobile Outreach Teams					
Dialogue Forum					
Emergency Responses and Disaster Risk Management					

The training provider is expected to provide a **detailed Operational Plan** per each set of activities in the proposal, including the activities of resource person(s) (if any).

Costs for travel and accommodation related to the training will be covered/reimbursed by NALAS and LGAs based on the NALAS Rules for Reimbursement of Travel Expenses.

## VII. Team of Trainers

### 7.1. Structure of the Team of Trainers

The Training Provider should offer a team of trainers:

- **4 Trainers – Subject Matter Experts (SME)** who will be responsible for development, preparation, delivery and reporting of trainings in the designated topics – social approaches:
  - 1 trainer for **Awareness Raising**
  - 1 trainer for **Mobile Outreach Teams** and **Day Care Centres**
  - 1 trainer for **Social Dialogue Forum**
  - 1 trainer for **Emergency Responses and Disaster Risk Management**
- **2 Trainers - Methodological Training Experts (MTE)** who will be responsible to support the SME Trainers for each of the training modules/approaches in preparation, delivery and reporting related activities.

### 7.2. Team Leader

The training provider should appoint one of the proposed trainers of the team in a capacity of **Team Leader**. The Team Leader will perform as focal point between the NALAS and GIZ staff and the team of trainers. Direct communication of NALAS and GIZ with the trainers will be established, too.

### 7.3. Expert days

Considering the above-mentioned sets of activities (IV. Responsibilities and tasks of Training Provider), the maximum number of days projected for the entire assignment is **up to 135**.

## VIII. Trainers' Profile

Each of the trainings will be developed and delivered in cooperation between the Trainer who will bring the expertise related to the particular Approach and one of the Trainers who will bring the expertise on training methodology.

The SME Trainers and MTE Trainers are expected to be highly experienced, with hands-on knowledge about local government units functioning and management, including processes, procedures and organisational aspects. In addition, the trainers should have proficient knowledge about the current status and needs for capacity development, challenges, trends and opportunities for improvements, particularly in areas related to local governance, as well as economic, social and cultural human rights of particularly vulnerable groups.

### 8.1. Trainers

#### Sector competence

The Trainers should possess the generic competencies on:

- Local governance and functioning of local government units
- Social services and vulnerable groups at local level

Working experience in the context of 2030 Agenda for Sustainable Development will be considered as an asset.

#### Professional experience of Trainers

- 1) The Trainer on Social Dialogue Forum should demonstrate professional experience of **at least 5 years in political participation, inclusive participation, participatory decision-making, evidence-based dialogue forums**, or other relevant field;
- 2) The Trainer on Day Care Centers and Mobile Outreach Teams should demonstrate professional experience of **at least 5 years in Social Services, Social Inclusion, Social Work or other relevant field**;
- 3) The Trainer on Awareness Raising should demonstrate professional experience of **at least 5 years in Advocacy, Awareness Raising campaigns, PR & Communication**, or other relevant field.
- 4) The Trainer on Emergency Response & Crisis Management should demonstrate professional experience of **at least 5 years in Emergency Response, Humanitarian Relief, Disaster Risk Management at local level**, or other relevant field. Experience in **social protection of vulnerable groups in emergency will be considered as a strong asset**.

Each of the Trainers should demonstrate that s/he has delivered at least 10 capacity development measures (trainings, workshops, peer exchange, conferences, study visits etc.) to local government participants. The trainers should demonstrate ability to apply adults learning principles and interactive training methods.

The trainers should demonstrate professional experience in activities implemented in South-East Europe, preferable in the project target economies.

The professional experience in the areas of expertise shall be proved with corresponding references.

#### Education

The trainers should have a University Degree in an area relevant to the improvement of public administration and social services (e.g. social sciences, political science, public administration, pedagogy, human resource management or other relevant field).

Successfully completed Generic Training of Trainers related to design and facilitation of trainings will be considered as an asset.

#### Language skills

Fluency in English. Ability to conduct trainings in local languages such as Serbian, Macedonian, and Albanian will be considered as an asset;

#### IT skills

MS Office (Word, Excel, PowerPoint).

#### Other

Promptness, high flexibility, ability to work under tight deadlines, readiness to travel.

### 8.2. MTE Trainers

#### Professional experience of Trainers

The MTE Trainers should demonstrate professional experience of **at least 7 years in Training Cycle Management**

Each of the MTE Trainers should demonstrate that s/he has delivered at least 15 trainings to local government participants.

#### Methodological competence

The MTE Trainers shall possess experience within the field of capacity development at the local level, with specific working experience in development and delivery of trainings as well as facilitation, focusing on:

- 1) Didactic and pedagogical knowledge, with focus on adult-oriented learning approach;
- 2) Training concept development and design of trainings and
- 3) Delivery of training and other competence development measures by applying participatory and interactive approaches

The professional experience in the areas of expertise shall be proved with corresponding references.

#### Education and training

The MTE Trainers should have a University Degree in an area relevant to capacity development of the public administration (e.g. public administration, human resource management, social sciences, pedagogy or other relevant field).

Successfully completed Generic Training of Trainers related to design and facilitation of trainings.

#### Language skills

Fluency in English. Ability to conduct trainings in local languages such as Serbian, Macedonian, and Albanian will be considered as an asset;

IT skills

MS Office (Word, Excel, PowerPoint).

Other competencies

Promptness, high flexibility, ability to work under tight deadlines, readiness to travel.

## **IX. Proposal**

The Training service provider (Company, CSO or Consortium) is asked to submit a proposal, **by 08 April 2020, 16:00 (CET)**. The proposal has to be submitted in English language **by e-mail, at [info@nalas.eu](mailto:info@nalas.eu)** **subject: SoRi II Training Provider**.

**Note:**

**THE DEADLINE FOR RECEIPT OF PROPOSALS INITIALLY SCHEDULED FOR APRIL 08, 2020 IS POSTPONED TO WEDNESDAY 15 APRIL 2020 AT 16:00 (CET), WITH THE SAME CONDITIONS PROVIDED WITHIN THIS TOR AS THE ORIGINAL CALL NOTICE!**

The proposal shall contain the following sections:

### **1. Technical component**

#### **1.1. Training service provider Profile**

- 1.1.1. Cover page, showing provider's name, address and contact information;
- 1.1.2. Presentation of the provider and its suitability for assignment with detailed description of understanding of assignment;
- 1.1.3. A document for registered activity as evidence that the provider is registered as a legal entity (Company, CSO) 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 target economy where the company is registered
- 1.1.4. Documents confirming the financial capability of the company,

**Note:** please group all your documents from point 1.1.1 and 1.1.2 into one (1) single text-searchable PDF document.

#### **1.2. Exposure of applicants' expertise**

- 1.2.1. List and CVs of proposed SME Trainers and MTE Trainers for each of the module topics:
  - Awareness Raising
  - Day Care Centres and Mobile Outreach Teams
  - Social Dialogue Forums
  - Emergency Responses and Disaster Risk Management
- 1.2.2. Reference for relevant assignments, presented in the CV
- 1.2.3. Proposed operational plan (time line, milestones, meetings etc.) with proposed expert days for each activity and each involved trainer(s) and resource person(s) (if applicable),

**Note:** please group all your documents from this part (1.2.) into one (1) single text-searchable PDF document.

## **2. Financial component**

2.1. Financial offer shall contain the total amount and proposed experts' daily rate, VAT shown separately.

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

## **X. Evaluation Criteria and Scoring**

The selection of the Training provider will be made in accordance with the quality-cost based selection method (70 % technical component and 30% financial component)

## **XI. Reference**

The reference for this assignment is NALAS, Email address: [info@nalas.eu](mailto:info@nalas.eu)

## **XII. Modification of Terms**

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

## **XIII. 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 is 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 training service providers 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.

If necessary, only shortlisted candidates will be contacted and advance to the next stage of the selection process.

## **XIV. 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.

## **XV. Ownership**

All materials, documents and information prepared, developed or adjusted by the Training service provider and trainers and used for the purposes of preparation, realisation and facilitation of the trainings, as well as reporting, remain the property of the NALAS. The Training service provider and trainers 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, without the prior permission of NALAS.

## **XVI. Reporting**

The training report should be submitted, not later than 5 working days after the realisation of the training, by the trainer. Assignment Report shall be submitted by 30 October 2020. The standardised Training Report Format to be used will be provided as Annex to the Contract.

## **XVII. Terms and Payment**

The Training service provider (and resource person(s), if any), will be hired under Service Contract, signed by NALAS and will be paid in instalments upon submission and approval of the deliverables listed above.

## **XVIII. Performance indicators**

The indicators reflecting the trainer's performance are: Timely presentation of results and outputs, quality of training realisation and facilitation in line with RCDN Quality Standards for Training Delivery, participants' evaluation results and quality of the reports to be provided to the reference person of this assignment (namely NALAS). The trainer's performance will be evaluated by NALAS at the feedback session with the Training service provider, following the realisation of the training. The standardised Trainers' Performance Assessment Form will be provided as an Annex to the Contract.

## **XIX. Evaluation of work**

The performance of the tasks will be assessed by the NALAS in coordination with GIZ staff.

### **List of Annexes:**

Annex 1: Fact Sheet of the Project "Social Rights for Vulnerable Groups II (SoRi II)"

Annex 2: Fact Sheets of scaling up Approaches

Annex 3: RCDN Quality Standards for Training Delivery