Terms of Reference

**for engagement of a Subject Matter Expert (SME) on Gender and Conflict Transformation topic and facilitation of
an E-learning course on Migration Governance at local level**

Background

The Network of Associations of Local Authorities of South East Europe (in the rest of the document referred to as "NALAS"), within the project "Exchange of good practices on socio- cultural participation of people on the move in host communities in the Western Balkans" is seeking an **Subject Matter Expert (SME) on Gender and Conflict Transformation** who will develop a content for an e-learning course intended for local government administration on Migration Governance at Local Level that will contribute towards improved policies and services on local level.

NALAS is a network of associations of local authorities of South-East Europe. The Network brings together 13 Associations which represent roughly 8000 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.

Project Summary

The e-learning course will be integrated within the NALAS e-Academy in the frame of the NALAS project "*Exchange of good practices on sociocultural participation of people on the move in host communities in the Western Balkans*", financed by the German Federal Ministry for Economic Cooperation and Development (BMZ) and the Federal State of Schleswig Holstein, through Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), implemented by NALAS. The capacity development measures of the project comprise of different dialog formats and events related to the topic and delivery of an e-learning course and closing regional event.

The primary objective of the project is to support local governments in target economies to strengthen their capacities and structures to include migration management activities at local level, to straighten coordination with relevant stakeholders and improve social cohesion.

The project works with local governments from the two economies from Bosnia and Hercegovina and Serbia and their local government associations, members of NALAS (Associations of Local Governments – LGAs).

The e-course targets mainly local government administration staff, but also other relevant stakeholders. The e-course's overall objective is to offer a full understanding of effective migration management strategies, policies, practices and applicable approaches tailored specifically for local governments. NALAS member local government association and their member local governments and other stakeholders will be provided the opportunity to learn how to analyze local migration trends, assess local needs and implement culturally sensitive and sustainable solutions to address challenges related to migration, including social integration, service provision and community cohesion. Through case studies, interactive discussions and practical exercises, trainees will gain methodological knowledge necessary to enhance their capacity to manage migration (related to mixed migration flows) effectively at the local level, ensuring the well-being of both people on move and local communities.

I. Context

The e-course content development can underline and build on existing knowledge and developed materials in the project's frame so far. The learning scope can be divided up to 3 modules, including topics related to coordination of migration flow at local level and conflict and gender transformation. As a general guidance, the following are a suggested focus module topic:

Module 1: Understanding Local Migration Dynamics

- This module can focus on provision of methodological knowledge on how to analyze local migration trends, data collection and other analyzing and identification methods of vulnerable populations, understanding the socioeconomic factors influencing migration decisions, etc., allowing learners to apply this framework to specific locations of their interest.

Module 2: Policy Development and Implementation

- The focus of this module can be on the process of developing and implementing effective migration policies and strategies tailored to the needs of local governments, developing migration management plans for their own locality, emphasizing the importance of inclusivity, transparency, and community participation, different policy frameworks, legal considerations, and stakeholder engagement strategies essential for successful policy development, with the aim to enrich their competences while practicing improved coordination on local level in line with mixed migration through different guiding formats.

Module 3: Designing and Implementing Sustainable Solutions with a Focus on Social Cohesion, Gender and Conflict Prevention

- The module could explore strategies for promoting social integration and fostering inclusive communities amidst migration dynamics, design and implement programs that facilitate interaction and cooperation between people on the move and local communities, ultimately strengthening social cohesion and conflict transformative approaches. Further learning content focus can be on the role of local governments in building resilience and promoting sustainable development in the context of migration and conflict management and gender approaches in resilience-building and sustainable development in diverse local contexts.

The above suggested module structure and focus topics are subject to modification to a more fitting scope and learning structure if so, estimated by the engaged expert.

Against this background, NALAS is seeking a competent expert that will develop and deliver virtual training on the topics related to module 3. Considering the focus (coordination and management of migration flows at local level) of Module 1 and 2, engagement of Coordination and Migration management expert is foreseen.

Thus, the e-course will be developed and delivered in a tandem of the two experts, each having their own thematic scope of development and delivery, nonetheless teamwork is envisaged during the different development and delivery stages.

The SME on Gender and Conflict Transformation should define the scope of the content for the related topic for this e-course in line with each module that corresponds to, to defined specific learning objective, but also contributes to the achievement of the overall course goal. More precisely, the developed content should match the lessons' objective in every step in the workflow process. Each module usually comprises of at least 2 lessons ending the module with tasks and knowledge assessment tests. To support the understanding and learning of certain aspects the expert should identify and include good practice examples (some of them derived from the project documents and findings) linked to certain learning topics.

Furthermore, after the content is developed, the experts in collaboration with an Instructional designer and IT expert, who have the technical expertise will support the integration and adaptation of the content to the applicable e-learning format and to the NALAS e-learning platform.

To ensure quality in the delivery of the e-course only up to 25 trainees are envisaged to participate during one e-learning delivery. The trainees will be mainly staff from local governments and their Associations from target economies. They will be selected by the LGs/municipalities based on developed criteria from NALAS/GIZ.

Foreseen is delivery of two e-course learning cycles, the first one being delivered in Bosnian/Serbian language in the period during November and Decembre 2024, and the second e-course is in English language delivered in during February 2025 (exact timing will be defined in line with the number of modules). The e-course in Bosnian/Serbian language extends to delivery time of 2 months due to other events that will be hold in parallel where some of the trainees will participate in person. Otherwise, the time span of e-course learning is one week of learning space reserved per module, requiring 4 hours of effective learning of the trainees per week. The e-course starts with a 1-hour introductory meeting organized in the week when the e-course is initiated, aimed for technical introduction of the course and trainers, while in between an exchange meeting with a duration of 1,5 hours is integrated as a learning tool for peer exchange to enhance the learning experience. Overall, trainees attend and access the e-course self-organized, however will be notified and encouraged by the expert to finalize the learning modules at the scheduled time for module delivery.

The specific objectives of the assignment relate to the development of the following packages:

- **Activity Package 1:** Develop content for at least 1 Module (but not limited to) for the e-learning course, related to the topic of gender and conflict transformation;
- **Activity Package 2:** Prepare the e-course delivery in coordination with the Coordination and Migration management expert, the Instructional Designer and IT Expert;
- **Activity Package 3:** Deliver the e- Learning course (related module (s)) in Bosnian/Serbian and later in English language;
- **Activity Package 4:** Submit a final narrative report, with key findings, lessons learned and recommendations. Template for the report will be provided.

Activity Package 1: Develop content for at least 1 Module for the e-learning course (related to proposed Module 3)

(1) In the frame of the project so far two relevant analyses were done in the bout economies and two round tables were implemented (in Serbia and Bosnia and Herzegovina). On both relevant activities, participants were members of local councils of migration, municipality employees from different sectors, social workers and members of local NGOs that are part of municipal structures that deal with migration and people on the move (refugees, asylum seekers, also migrants who do not have a regulated status). Thus, the engaged expert should become fully acquainted with the developed materials in the frame of the project, as well as with other available literature, which can be adapted and/or integrated to the e-learning module content.

The expert will be supported and will work in close coordination and consultations with the GIZ and NALAS project teams.

More specifically, the activities of this set are as follows:

1. Review the existing materials related to the topic, i.e. conflict and gender transformation developed training materials, but not limited to, as a base for developing the content of the e-learning course for the proposed module. Furthermore, hold an exchange meeting with currently engaged experts by GIZ from Bosnia and Herzegovina and Serbia to discuss or collect good practices related to gender and conflict transformation (needs based).

2. Develop the e-learning course content entailing learning materials for the Module 3 based on the following aspects:

   - Outline the course objectives, topics covered, schedule, readings, assignments and assessment methods;

   - Develop lesson plans for each module or topic covered in the course. Include learning objectives, materials, activities and assessments;

   - Create content as lectures or presentations. These should include key concepts, data, case studies and graphics to enhance learning;

   - Compile a list of readings, articles, reports and other resources related to migration management at the local level. These could be provided as required or recommended reading materials;

   - Develop case studies that illustrate real-world examples of migration management challenges and solutions at the local level.

   - Organize a peer-exchange meeting to enhance the learning experience and open room for discussion questions to encourage critical thinking and analysis;

   - Identify available video lectures or interviews with experts in the field of migration management to provide additional perspectives and insights;

   - Set up online discussion forums or chat rooms where participants can interact with each other and the instructor to discuss course topics, ask questions and share experiences;

- Develop content fitting for assignments, tests or quizzes to assess trainees progress and understanding of course materials and their ability to apply concepts to real-world situations;

- Support the establishment of the mechanisms for trainees to provide feedback on the course content, structure and delivery. This could include surveys, evaluations, or feedback forms.

- Support the development of a glossary of key terms and concepts related to the module content to help trainees understand and reference course materials;

- Support the preparation of a pre- and post-assessment sheet to assess the level of knowledge, expectations and needs. A template for a Pre-assessment and Post learning-assessment sheet is already part of the RCDN Quality Standards package. The form will be integrated to the e-learning course.

3. In collaboration with Coordination and Migration management expert, develop content for promotional materials of the e- learning course and text voice over for short promotional video (3 min.). The factsheets and video will be disseminated in the potential LGs by LGAs and partners, CSOs, to raise interest in taking part in the e-Learning course;

Activity Package 2: Prepare the e-course delivery

The gender and conflict transformation expert should work closely with the Instructional designer and IT experts in setting up and adapting the content and materials to the relevant story board format to appear visually on the e-course platform, but also align the content and materials jointly with the Coordination and Migration management expert. The story board will be verified by the NALAS and GIZ project teams to confirm that the Contractor has correctly interpreted the content and proposed adequate learning tools. More precisely, the expert is expected to actively participate at the orientation and coordination meetings with the content Instructional Designer. The details of the of the activities and interaction between the experts with the Instructional Designer (such as the features of the e-course, timeframe, etc.), will be described in the TOR of the Instructional Designer consultancy which will be provided to the contractor for overview in a later stage. Once the e-Learning course is designed and content integrated, NALAS will engage an IT expert that will align the developed materials and e-tools at the NALAS e-Academy platform.

More specifically, the activities of this set are as follows:

- Prepare a scene with appropriate materials for the initiation of the e-learning course in collaboration with the Coordination and Migration management expert;
- Assist the IT expert in testing the e-learning course: testing the learning material, links and its functionality in the Moodle learning platform. Prior to launching of the e-course the expert should participate in the testing phase;
- Support NALAS and GIZ in development of the criteria for selection of e-course participants;
- Review and finalize the English version of e-course content and materials for the e-learning and review the translated final material;
- Deliver an orientation meeting for the trainees while presenting the course outline, its objectives, learning approach and the trainers.

Activity Package 3: Deliver the e- Learning course (related to the topic of expertise)

The expert has the task to perform as a Course Facilitator and deliver first the Bosnian/Serbian (Nov-Dec 2024) and later in English language (February 2025) to a group of up to 25 participants from the NALAS network target economies, while ensuring a logical and smooth transition from one learning module to another.

More specifically, the activities of this set are as follows:

- Facilitate the e-learning course cycles (support trainees in the knowledge progress, ensure smooth group work if any, respond to trainees' clarification questions, check the results of the given individual/group assignments and tasks);

Activity Package 4: Prepare and assignment final report

Following the e-course deliveries, the Gender and Conflict transformation expert should prepare a comprehensive assignment report covering the overall E-learning experience from his/her perspective and including the summary of results from the evaluation forms, as well as the results of the knowledge assessment of participants).

More specifically, the activities of this set are as follows:

- Prepare a summary report that will include the participants' evaluations, key findings, lessons learned and recommendations for the delivery of one cycle of e-learning course, as well as report the experience of the complete assignment.
- Collect and submit all the final versions of the materials used during the e-learning (PPTs, handouts, case studies).
- Take part in the feedback session after the completion of the e-course with NALAS and GIZ staff as well as short debriefing after the course to complete the assignment.

I.   **Deliverables and Time Frame**

Tasks/Services	Deliverables	Expected Time frame	Estimated expert days
AP1: • Review existing documents/materials and literature (hold meetings with GIZ experts, GIZ project team and NALAS); • Develop content for Module(s); • Develop promotional materials in collaboration with the other experts.	- Collected documents relevant to the context of gender and conflict transformation for the module; - Held meetings needs based; - Developed e-course content and promotional materials; - Provide links and documents for additional literature; - Developed knowledge pre- and post- assessment Questionnaire; - Promotional Fact sheet, e-course brochure, text for	By mid or end of October	7

	voiceover for promotional video developed.		
AP2: • Prepare a scene with appropriate materials for the initiation of the e-learning courses; • Assist the IT expert in testing the e-learning course: testing the learning material, links and its functionality in the Moodle learning platform; • Deliver an orientation meeting for the trainees while presenting the course outline, its objectives, learning approach and the trainers (in tandem with the other expert).	- Prepared presentation for the Orientation meeting and concept for the Exchange meeting; - E-course tested; - Final versions adapted after revision and feedback; - Review translated version of the final materials; - Reviewed criteria for selection of trainees; - E-course initiated and orientation meeting held.	End of October – beginning of November for the Bosnian/Serbian version January for the English version	3
AP3: • Facilitate the e-learning course cycles (support trainees in the knowledge progress, ensure smooth group work if any, respond to trainees' clarification questions, check the results of the given individual/group assignments and tasks).	- E-Learning course in Bosnian/Serbian delivered; - E-Learning course in English delivered.	Mid of November/ Beginning of December, e-course in Bosnian/Serbian February, e-course in English language	4
AP4: • Prepare a summary report that will include the participants' evaluations, key findings, lessons learned and recommendations for the delivery of one cycle of e-learning course, as well as report the experience of the complete assignment related to the Module;	- Final version of the materials used for the e-learning are submitted; - E-learning experience report and comprehensive assignment report (including the summary of results from the evaluation forms, as well as the results of the knowledge assessment of participants) is developed and submitted.	By mid March	2

• Collect and submit all the final versions of the materials used during the e-learning (PPTs, handouts, case studies); • Take part in the feedback session after the completion of the trainings with NALAS and GIZ staff as well as debriefing after the training to complete the assignment.			

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

II.   Duration of the assignment

All above listed activities and delivery of the expected outputs are envisaged to take place **between October 2024 to end of February 2025.**

III.   Required Skills and experience

The e-course will be developed and delivered in cooperation with the Coordination and Migration management expert, expert by GIZ who will develop the content on migration coordination and will facilate the modules related to this topic.

The Gender and Conflict Transformation expert is expected to be highly experienced, with hands-on knowledge about local government units and should have proficient knowledge about the status and needs for capacity development, challenges, trends and opportunities for improvements, particularly in areas related to gender and conflict transformation aspects.

General qualifications

Education:

University qualification in social sciences, humanities, political science, or other field related to the task of assignment;

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

Professional experience:

10 years of experience in developing and facilitating interactive and participatory training programs in the areas of conflict transformation, social justice, sensitization on different types of violence, anti-discrimination and gender sensitivity;

Experience in Gender Transformation approaches;

Possess generic competencies on local governance and functioning of local government units and working with local stake holders (i.e. status and needs for capacity development, challenges, trends and opportunities for improvements particularly in areas related to local governance in the migration management and social inclusion context) is considered an advantage.

Experience in the region/knowledge of the country

Previous experience or related work with international organization (was engaged in at least 3 projects with international organizations in the economies of the Western Balkans, preferably on related assignments within Serbia and Bosnia and Herzegovina).

Language skills

Full professional proficiency in English language and in Bosnian/Croatian/Montenegrin/Serbian (BCMS) languages.

IV. Proposal

The expert is required to submit a proposal, **by 30th of September 2024, 16:00** (CET). The proposal must be submitted in English language **by e-mail, at mihajlovska@nalas.eu** and shall contain the following sections:

1. Technical component

1.1. Expert Profile
    1.1.1.   CV of the expert, along relevant references;
    1.1.2.   Cover Letter that corresponds to the expert professional experience and its relevance for this assignment related to this TOR.

2. Financial component

The Financial Offer submitted in the template below. The breakdown of fees shall be made based on tasks/deliverables. The fees should be gross and stated in euros. Gross amount should include the personal income taxes and other taxes obligatory under the laws of the Republic of North Macedonia (at the moment 10% from the gross amount) and will be calculated and paid by NALAS. The Consultant will receive the amount reduced for the paid personal income tax.

Tasks/Services	Deliverables	Gross amount in EUR:
AP1: • Review existing documents/materials and literature (hold meetings with GIZ experts, GIZ project team and NALAS); • Develop content for Module(s); • Develop promotional materials in collaboration with the other experts.	- Collected documents relevant to the context of gender and conflict transformation for the module; - Held meetings needs based; - Developed e-course content and promotional materials; - Provide links and documents for additional literature; - Developed knowledge pre- and post- assessment Questionnaire; - Promotional Fact sheet, e-course brochure, text for voiceover for promotional video developed.	

AP2: • Prepare a scene with appropriate materials for the initiation of the e-learning courses; • Assist the IT expert in testing the e-learning course: testing the learning material, links and its functionality in the Moodle learning platform; • Deliver an orientation meeting for the trainees while presenting the course outline, its objectives, learning approach and the trainers (in tandem with the other expert).	- Prepared presentation for the Orientation meeting and concept for the Exchange meeting; - E-course tested; - Final versions adapted after revision and feedback; - Review translated version of the final materials; - Reviewed criteria for selection of trainees; - E-course initiated and orientation meeting held.	
AP3: • Facilitate the e-learning course cycles (support trainees in the knowledge progress, ensure smooth group work if any, respond to trainees' clarification questions, check the results of the given individual/group assignments and tasks).	- E-Learning course in Bosnian/Serbian delivered; - E-Learning course in English delivered.	
AP4: • Prepare a summary report that will include the participants' evaluations, key findings, lessons learned and recommendations for the delivery of one cycle of e-learning course, as well as report the experience of the complete assignment related to the Module; • Collect and submit all the final versions of the materials used during the e-learning (PPTs, handouts, case studies); • Take part in the feedback session after the completion of the trainings with NALAS and GIZ staff as well as debriefing after the training to complete the assignment.	- Final version of the materials used for the e-learning are submitted; - E-learning experience report and comprehensive assignment report (including the summary of results from the evaluation forms, as well as the results of the knowledge assessment of participants) is developed and submitted.	
	TOTAL in EUR:	

V.   Evaluation Criteria and Scoring

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

VI.   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 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.

VII.   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.

VIII.   Ownership

All materials, documents and information prepared, developed or adjusted by the Training service provider 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 agrees 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.

IX.   Terms and Payment

The payment will be done in 2 instalments after receiving all specified documents:
- First instalment after delivering and approval of the deliverables under Activity package 1 (AP1) of this RfP, namely collecting documents relevant to the context of gender and conflict transformation for the module; holding meetings needs based; developed e-course content and promotional materials; provide links and documents for additional literature; developed knowledge pre- and post- assessment questionnaire; promotional fact sheet, e-course brochure, text for voiceover for promotional video developed;
- Second and final instalment of the remaining budget, after completing the assignment and approval of all other deliverables, under Activity Package 2 (AP2), Activity Package 3 (AP3) and Activity Package 4 (AP4) of this RfP. (to be submitted no later than 10 March 2025).

X.   Modification of Terms

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

XI.   Evaluation of work

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