

## Terms of Reference

### Consultancy Services for development of Training Delivery Schemes (TDS)

#### I. Background

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

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

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

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

The project consists of 7 Working Packages, namely:

WP0: Project Start

WP1: Training Needs Assessment Study

**WP2: Training Delivery Scheme**

WP3: Trainer Pool and Training Package

WP4: Business Plans and Marketing

WP5: Regional Platform on Water and Wastewater

WP6: National Training Activities

The assignment refers to WP2 aiming at develop a regional and corresponding national training delivery schemes.

The training delivery scheme provides an overview of the competence development and learning strategy to be implemented to meet the target group's competence development and training needs. To do so, it compares existing competence development and training needs with existing competence development and training offers and providers. Furthermore, it identifies gaps to meet the target's group competence development and training needs and to provide accordingly required training expertise, and recommends options on how to bridge identified gaps. High emphasis is given on modes of training delivery that goes beyond the recommendation of formats, but highlights crucial methodological aspects referring to the enhancement of potential trainees and trainers.

## **II. Aim of the Assignment**

The development of TDS shall be based on the results of the Training Needs Assessment (TNA) Study (WP1), analysis of the existing trainings in the region and the findings of the Opportunity Assessment for a Regional Training Facility for Water Supply and Wastewater (RTF) in SEE carried out under the ORF umbrella.

General objective of the assignment is to develop TDS allowing the matching of training needs and offers in SEE. Hereby, the focus is on leadership and management competence development with regard to investment projects in the Water Supply and Sanitation (WSS) sector.

In this regard, the specific aim of the assignment is two-fold:

- 1) To support the development of a Regional Training Delivery Scheme (RTDS) for LL SEE;
- 2) To guide and coordinate the development of National Training Delivery Schemes (NTDS) for LL SEE in the above mentioned four pilot countries which are compatible with the training schemes/systems developed by LGAs.

Respective documents will be provided to the consultant after signature of the contract.

## **III. Responsibilities and tasks of the Consultant**

According its specific aim, the assignment consists of two sets of activities: 1) a set of activities referring to the development of the RTDS, and 2) a set of activities referring to the development of the NTDS (1 NTDS per country).

The responsibilities and tasks of the consultant (hereinafter named Regional Expert - RE) are described below; reference to responsibilities and tasks of other entities involved is made to correspondingly clarify division of roles and activities.

### ***Set of activities referring to the development of the RTDS***

The international HCD expert (IE) involved in the implementation of the LL SEE project is responsible for the development of the RTDS and takes over the leading role in this regard. To ensure contextualisation of the RTDS, the RE supports the development of final RTDS by providing technical and methodological input.

In this regard, the following activities and tasks shall be carried out by the consultant:

1. Preparatory talks: This includes talks with the NALAS staff, host of the NALAS Task Force on Association Development and the GIZ project staff as well as the IE. They refer particularly to clarification of background and target groups, discussion of expectations, roles, tasks and deliverables, and to coordination regarding time planning.
2. Study of relevant documents: The desk study includes the careful study of the TNA study document (WP1), the RTF opportunity assessment and further relevant project documents. Furthermore, it will include the study of crucial studies and papers of other donor agencies (e.g. documents of Danube Water Programme referring to the development of a Regional Training Business Model). Relevant documents<sup>1</sup> will be compiled by the project staff and will be provided to the consultant after contract signature (February 1<sup>st</sup>, 2015). In addition, the consultant gets familiarised with the GIZ Orientation on Capacity WORKS.
3. Participation in the Advisory Meeting on WP1 deliverables: The RE shall participate in the Advisory Meeting on WP1 deliverables, in which results of the TNA study will be presented and discussed allowing to get firsthand information and insights. The meeting is scheduled on February 12<sup>th</sup> - 13<sup>th</sup>, 2015. Furthermore, the participation will facilitate the contact with the main project partners.
4. Technical and methodological input: This includes inputs to the design of the RTDS aiming at matching assessed training needs and assessed existing training offers. Apart from thematic topics (e.g. of training courses referring to leadership, management, investment and WSS), high focus will be given on the format of competence development activities for the above mentioned target group as well as the capacities of appropriate training providers existing in the SEE region. Furthermore, the RTDS shall reveal training needs that cannot be covered by existing training offers and shall be covered by the LL SEE project. Respective findings are important input for WP3. The IE ensures a close cooperation with the RE in this regard.

Deliverable of this set of activities is:

- A brief inception report (max. 6 pages) compiling the main findings of the preparatory talks, the study of documents and the participation in the Advisory meeting as well as its implications for the development of the NTDS.

The RE will deliver the inception report not later than February 18<sup>th</sup>, 2015.

### ***Set of activities referring to the development of the NTDS***

The RE undertakes the overall responsibility for the development of NTDS. S/he will be supported by one representative of the LGAs involved in the implementation of the LL SEE

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<sup>1</sup> Documents referring to the TNA study and RTF opportunity assessment might be delivered as draft version, first.

project (hereinafter named National Expert - NE). All together, 4 NEs will support the RE. Per NE 7 working days to support the development of NTDS are foreseen. The NTDS shall reflect the design and findings of the RTDS and follow the same structure. However, the structure might differ in some national context and have to be adapted, consequently.

Important elements of which the NTDS should consist of are:

- Synthesis of existing competence development and training needs (based on the results of the TNA study - WP1);
- Synthesis of existing competence development and training offers (based on the results of the RTF opportunity assessment);
- Matching of needs and offers;
- Identification of gaps to meet existing needs;
- Identification of gaps to provide required training expertise;
- Recommendation on how to bridge these gaps;
- Recommendation on modes of delivery, highlighting crucial methodological aspects (referring to trainees and trainers);
- Preliminary time schedule taking into account the whole project duration.

The list of elements is not exhaustive and depends on the final structure of the RTDS to be developed.

In this context, the following activities and tasks shall be carried out by the consultant:

5. Preparatory talks: This includes talks with the NALAS project manager, the GIZ project staff, the IE as well as the involved LGAs and members of NALAS Task Force on Solid Waste and Water Management. They refer particularly to discussion of expectations, roles, tasks and deliverables, to contextualisation of RTDS structure to the national context, and to coordination regarding time planning and NEs. The consultant is responsible to coordinate and follow-up exchange with LGAs and actors on site. To do so, s/he will be provided with relevant contact persons of LGAs.
6. Development of Terms of Reference (ToR) for NEs: The RE is responsible to develop the ToR for the NEs. Hereby, s/he makes sure that a) activities and task to be carried out are described in a precise manner, b) the expert profile is clear allowing the LGAs to contract respective NEs, c) the work schedule is feasible time and work load wise, and d) a comprehensive section on the methodology referring to the development of the NTDS is included that reflect the findings, design and structure of the RTDS and allows the NEs to develop the NTDS, respectively.
7. Coordination with NEs and Quality Assurance: The RE coordinates the development of NTDS. s/he is responsible to provide respective instructions, to facilitate the elaboration of NTDS and to assure its quality. The RE will be in a overseeing role guiding the NEs that are responsible for the development of the NTDS. The RE assure the quality of respective final products.

8. Participation in the Advisory Meeting on WP2 deliverables: The RE shall participate in the Advisory Meeting on WP2 deliverables, in which the RTDS and NTDS will be presented and discussed. s/he will be responsible for the presentation of NTDS findings. The meeting is planned to be realised by mid of April, 2015. Subsequently, the RE will ensure the adaptation of NTDS according to agreed discussion findings.

Deliverables of this set of activities are:

- Comprehensive ToR for NEs (including a section on methodology of NTDS development as outlined above);
- NTDS documents (1 document per country, following the structure of the RTDS document; the document compiles main findings of the above mentioned NTDS elements in respective sections and contains an illustration providing an overview about the NTDS as well as preliminary time schedule for its implementation).

The RE will deliver the ToR for NEs not later than February 22<sup>nd</sup>, 2015. The NTDS documents will be delivery by the RE not later than April 5<sup>th</sup>, 2015.

#### IV. Deliverables and Time Frame

When?	What?	Who?
01 February 2015	Signature of contract	NALAS
01 February 2015	Compilation of relevant documents	NALAS/GIZ
12-13 February 2015	Advisory Board Meeting WP1	RE
18 February 2015	Inception Report	RE
15 - 28 February 2015	Input development RTDS	RE
22 February 2015	Delivery of draft ToR for NE	RE
28 February 2015	Delivery of final ToR for NE	RE
01 - 15 March 2015	Contracting of NEs	LGAs
15 March - 05 April 2015	Quality Assurance ref. to the development of NTDS	RE
05 April 2015	Delivery of draft NTDS documents	RE
Mid April 2015	Advisory Board Meeting WP2	RE
20 April 2015	Delivery of final NTDS documents	RE

## V. Man days

The following days are agreed upon for the entire assignment: up to 13 working days. Up to 3 working days of these 13 working days shall be spent supporting the development of the RTDS

**The RE is expected to provide details about working days per set of activities in his/her proposal.**

Costs for travel and accommodation will be covered by NALAS. All travels have to be endorsed by NALAS prior its realisation. The contract between NALAS and selected RE will be signed under the Macedonian Laws.

## VI. Expert profile

The position requires a highly experienced expert with insight knowledge of international good practices on Human Capacity Development and according training delivery schemes referring to WSS. The RE has to fulfil the following requirements:

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

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

**It has to be highlighted that the RE is expected to precisely demonstrate above mentioned profile in his/her proposal.**

## **VII. Proposal**

The RE is asked to submit a proposal **by January 20, 2015**. The proposal has to be submitted in English **by e-mail at [info@nalas.eu](mailto:info@nalas.eu)** and shall contain the following section:

- Understanding of assignment
- Recommended approach/methodology on how to realise the assignment as well as respective tools/instruments.
- Exposure of consultant's expertise, CV
- References
- Proposed time line
- Proposed man days per set of activities
- Proposed number of travels
- Financial offer (gross amount)

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

**It has to be highlighted that the RE is expected to reflect in his/her proposal on these ToR and precisely demonstrates a pragmatic and creative approach on how to realise the assignment (e.g. mode of quality assurance, instructions of NEs), taking into consideration the above mentioned number of man days.**