

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 Associations (LGAs) 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 developing a regional national training delivery scheme (RTDS) and the corresponding national training delivery schemes (NTDS).

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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.

WP0 and WP1 have been completed, while WP2 implementation started in February 2015, when an international expert (IE) and a regional expert (RE) were engaged to develop the Regional Training Delivery Scheme. The WP2 envisages engagement of 4 national experts (one in each LL SEE participating country: Bosnia and Herzegovina, Croatia, Macedonia and Serbia).

II. Aim of the Assignment

General objective of this assignment is to contribute to the implementation of WP2, by developing the NTDS, based on matching of training needs and offers in the LL SEE participating country. Hereby, the focus is on leadership and management competence development with regard to investment projects in the water supply and sanitation (WSS) sector. The NTDS shall reflect the main principles, format and methodology described and promoted by the Regional Training Delivery Scheme (RTDS).

Specific objectives of the assignment are to:

- 1) Provide assistance to the regional expert (RE) and the LGA in completing the Regional Training Delivery Scheme (RTDS), and tailoring the structure of the NTDS document (based on the RTDS structure) in line with the specific needs of the country;
- 2) Prepare the National Training Delivery Scheme (NTDS) document for LL SEE, which is compatible with the existing training schemes/systems developed by the LGA.

The development of the NTDS shall be based on the results of the:

- 1) **Training Needs Assessment (TNA) Study** (WP1),
- 2) Analysis of the existing trainings and the findings of the **Opportunity Assessment for a Regional Training Facility for Water Supply and Wastewater (RTF) in SEE** carried out under the GIZ Open Regional Fund (ORF) umbrella and
- 3) **RTDS**, developed by the international expert (IE), with assistance of the regional expert (RE), as a part of the WP2.

The 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) Set of activities referring to the desk research and completion of the RTDS, ensuring that information specific to the country is taken into consideration, and
- 2) Set of activities referring to the development of the NTDS.

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

1) Set of activities referring to desk research and the completion of the RTDS

The IE involved in the implementation of the LL SEE project, has taken lead in the development of the RTDS. To ensure contextualisation of the RTDS, the RE supported the development of final RTDS by providing technical and methodological input. The role of the NE is to provide input for completing the RTDS by country specific information, allowing the IE and RE to tailor the RTDS to the specific needs of the LL SEE target region.

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

1. **Joint Orientation Workshop:** The NE will participate at the joint workshop organized for the national experts from all 4 participating countries. This workshop will be conducted by the RE and will provide orientation to the experts, including the presentation and discussion of the rationale, format, content and methodology of the RTDS, clarification of background and target groups, discussion of expectations, roles, tasks and deliverables, and coordination regarding time planning. The workshop will also be an opportunity to discuss differences among the countries, and necessary adjustments to the RTDS and NTDS structure, depending on the national needs.
2. **Desk research and study of relevant documents:** This includes a careful study of the TNA study document (WP1), the RTF opportunity assessment with regard to regional and national level, the RTDS document and further relevant project documents¹. Furthermore, it should include research and analysis of the existing training delivery schemes/offers in the country and provision of additional information, not included in the TNA study and the RTF assessment, to the RE, if applicable.

¹ Relevant documents will be compiled by the LGA and the RE and will be provided to the consultant after contract signature.

3. **Preparation of recommendations in line with the national needs and a draft NTDS structure:** The NTDS shall reflect the design and findings of the RTDS and follow the same structure. However, the structure might differ, depending on the national context and have to be adapted, consequently. The NE is required to provide recommendations for the necessary adjustments of the structure, at this stage.
4. **Participation at the meeting with the LGA Project Manager to present desk research results and proposed NTDS structure:** The NE shall take part in the meeting, in which he/she will present the information and insights, obtained through the desk research. This meeting will also be an opportunity to reflect and agree upon the completion of the RTDS and proposed structure of the NTDS, in line with the specific needs of the country. The results of the meeting should be reported to the RE.

Deliverable of this set of activities is:

- A brief PPT compiling the main findings of the preparatory activities and the study of documents, and
- Suggestions for the necessary NTDS document structure.

2) Set of activities referring to the development of the NTDS

The RE undertakes the overall responsibility for quality assurance and development of NTDS. The NE in each of the 4 participating countries are responsible for providing the necessary input and the first draft of the NTDS, which is in line with the RTDS and the agreed structure. The NE will rely on the RTDS document as much as possible and will include only the necessary modifications, to reflect differences at the national level.

The NTDS shall include the following broad parts:

- **Rationale.** This section briefly outlines the purpose of LL SEE, the intervention logic and working packages, the purpose of RTDS and the key elements for RTDS/NTDS. Most importantly, this section should provide the ground for the development of NTDS, by highlighting the national context, target groups and intervention logic.
- **Reflections on the synthesis of existing needs and offers** (based on the RTDS and the specific findings at the national level). This part will include a written reflection on:
 - 1) **Priority needs** in the LL SEE/national context, including a synthesis of the intended capacities to be improved and the respective priority topics specified by target groups.
 - 2) **Potential training offers** summarized in the RTDS and a description of further, additionally identified offers by the RE/NE.
 - 3) **Proposed priority needs**, at the national level, and a summary of those that can be covered by the existing training offers and highlight those that are most relevant to the country in the context of LL SEE. Note: Not all corresponding interventions can be covered by LL SEE funds as LL SEE focuses on regional level.

- **Reflections on the identified gaps and how to bridge them, to meet existing needs.** This section includes an identification of the gaps, key challenges and issues, the missing information and the reasons why it could not be obtained. Recommendations on how to bridge these gaps should include a set of proposed mitigation measures and options to overcome these gaps, in order to develop a viable training delivery scheme.
- **Potential Training Delivery Scheme,** including the modes of delivery, highlighting of crucial methodological aspects (referring to trainees and trainers) and preliminary timelines/schedule of delivery of the selected LL SEE topics, by taking into account the whole project duration.

The list of elements corresponds to the structure of the RTDS; and the NTDS should reflect it, to the maximum extent possible.

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

5. **On-line consultations regarding the preparation of the NTDS documents:** This includes consultations with the LGA and the RE about the approach to preparing the NTDS in line with the approved structure and the national context, and to ensure coordination regarding time planning. The RE is responsible to coordinate and follow-up the exchange with the LGA, the NE and all other relevant stakeholders at the national level.
6. **Facilitation of focus groups and interviews with the national level stakeholders, as needed.** In order to fill the missing information (in the TNA Study, RTF assessment and the RTDS), the LGA may need to organize additional focus groups with the national level stakeholders (e.g., Association of Public Utility Companies, donor-funded projects, IFIs, training providers from the private sector, etc.). The number of focus groups and interviewees will depend on the identified missing information and their potential sources. The role of the NE is to facilitate these focus groups and collect the missing information for the NTDS.
7. **Development of the NTDS:** The NE is responsible for providing written information (in line with the agreed structure) on the: 1) national context and target groups; 2) priority needs and existing offers; 3) relevant trainings to be covered by LL SEE and other funding sources, based on the matched needs and offers; 4) identified gaps and recommendations on how to bridge the gaps; and 5) a draft scheme for training delivery at the national level. The RE coordinates the development of NTDS. She is responsible to provide respective instructions, to facilitate the elaboration of NTDS and to assure its quality. The RE will be in an overseeing role, guiding the NE responsible for the development of the NTDS. The RE assures the quality of respective final product.
8. **Participation in the NTDS validation workshop/presentation of the draft NTDS:** The NE shall participate in the validation workshop, where the NTDS will be presented by the NEs from the 4 participating countries. The RE will present the RTDS. The validation workshop will be an opportunity to exchange experiences, discuss the lessons learned and get ideas for potential improvements of the NTDS.

9. **Presentation of the second NTDS draft at the Advisory Board Meeting on WP2.** The RTDS will be presented by the IE, while the NTDS for 4 countries will be presented by the RE and respective NEs, and discussed with the Advisory Board Members, IE, NALAS and GIZ ORF.
10. **Final adjustments and preparation of the final version of NTDS document.** The RE will be responsible for informing the NEs about the conclusions and recommendations for adjustments/changes of the NTDS documents. Subsequently, each NE will make the necessary adaptations of NTDS and submit the final draft to the RE.
11. **Submission of the final NTDS document.** Following the approval by the LGA, the RE shall submit the final draft of the document to the IE, NALAS and GIZ ORF for approval.

Deliverable of this set of activity is:

- NTDS document, as specified above.

IV. Deliverables and Time Frame

When?	What?	Who?
25 May 2015	Signature of contract with the NE/initial meeting	LGA, NE
27 May 2015	Joint Orientation Workshop	NE, RE, LGA
26 May – 3 June 2015	Desk research and study of relevant documents	NE
5 June 2015	Presentation of the desk research results and draft NTDS structure	NE, RE, LGA
7 June 2015	NTDS structure approved	RE, IE, LGA, NALAS, GIZ ORF
8-15 June 2015	On-line consultations regarding the preparation of the NTDS documents	NE, RE, LGA
8-15 June 2015	Focus groups and interviews with the national level stakeholders	NE
16-30 June 2015	Development of draft NTDS	NE, RE
30 June 2015	Delivery of draft NTDS documents	RE
3 July 2015	NTDS Validation Workshop	NE, RE
13-14 July 2015	Advisory Board Meeting WP2	RE
15-17 July 2015	Final adjustments of the NTDS document	NE, RE
18 July 2015	Delivery of final NTDS document	RE

V. Man days

The following days are agreed upon for the entire assignment: up to 14 working days. Up to 5 working days of these 14 working days shall be spent on the first set of activities (desk research and NTDS structure preparation). The remaining 9 days shall be spent on the preparation and presentation of the NTDS.

The NE is expected to provide a detailed work plan per each set of activities in his/her proposal.

Costs for travel and accommodation related to the Validation Workshop/Advisory Board meeting will be covered by the respective LGA. The contract between the LGA and selected NE will be signed under the Country's Laws.

VI. Expert profile

The position requires a highly experienced expert with hands-on knowledge of local government and public utility companies' functioning, including processes, procedures, organizational aspects, the current status and needs for human capacity development, particularly in the area of water supply and sanitation is highly valued. The NE has to fulfil the following requirements:

- Sector competence: 8 years experience in local government/public utility company functioning. Experience in working with public utility companies and, particularly, in the area of water supply and sanitation would be considered as an added value.
- Methodological competence: 7 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 3 projects in the area of competence development);
- Skills: high level of interpersonal communication, presentation, facilitation and networking skills
- 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 competence development for adult learners).
- Language requirements: Fluency in English is required.
- Other: Promptness, high flexibility, ability to work under tight deadlines.
- Working experience in the context of EU accession and integration is an asset.

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

VII. Proposal

The NE is asked to submit a proposal **by May 20, 2015**. The proposal has to be submitted in English **by e-mail at mivanovic@udruga-opcina.hr** and shall contain the following sections:

- Proposal concept, including understanding of assignment – comments to the ToR; recommended approach/methodology on how to realise the assignment; tools/instruments to be used and a Gantt chart of activities and timelines (no longer than 3 pages),
- CV of the proposed expert,
- Letters of reference for relevant assignments, presented in the CV,
- Proposed man days for each activity,
- Proposed expert's daily rate.

VIII. Reference persons

Reference person for the mission is the Association of Municipalities' Project Manager, Mr. Mladen Ivanović.

Email address: mivanovic@udruga-opcina.hr

IX. Terms and Payment

The National Expert will be hired under an Individual Contract (IC) signed by the Association of Municipalities in the Republic of Croatia and will be paid upon submission and approval of the deliverables listed above. The NE shall provide IC timesheet (following the template in Annex) together with the deliverables in order to proceed with the payment.

The payment will be based on the actual number of working days (according to the submitted timesheet) invested for the development of each deliverable.

The National Expert's assignment-related costs (travel and accommodation costs) will be covered by the Association of Municipalities in the Republic of Croatia

X. Performance indicators

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

XI. Evaluation of work

The performance of the tasks will be assessed by the RE and the Association of Municipalities' Project Manager.