

Selection Criteria and Selection Process for ToT Participants

Project Number:	12.2255.3-008
Short Project Title:	Strengthening of Local Decision-makers in South East Europe (LL SEE)
Title of Working Package (WP):	Trainer Pool and Training Package - WP3
WP Activity:	Selection Criteria for Training of Trainers (ToT) Participants

I. Background

The LL SEE 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. It does so in close cooperation with the Network of Associations of Local Authorities of South East Europe (NALAS) and Local Government Associations (LGA) involved in project.

The project focuses on 15 selected municipalities¹ in four pilot countries, namely Bosnia-Herzegovina, Macedonia, Serbia and Croatia. The target group of the LL SEE project (future trainees, so to speak) consists of mayors, head of sections of municipalities, directors and head of PUC departments.

The enhancement of the training expertise in SEE and corresponding ToT measures are within the purpose of the LL SEE project. Hereby, the project focuses on the development of regional trainers' expertise to build an experienced and qualified trainer pool in SEE. In this context, it follows a 2-step approach aiming at realising

- a) Generic ToTs that facilitates the enhancement of methodological skills of trainers in the SEE countries;
- b) Specific ToTs that reflect priority training needs of local leaders of selected municipalities and respective Public Utility Companies (PUCs).

¹ The selected municipalities are Novi Travnik, Kakanj, Bijeljina and Prijedor (Bosnia and Herzegovina), Dubrovnik, Ploče, Viškovo and Hum na Sutli (Croatia), Strumica, Veles, Struga and Ohrid (Macedonia), Leskovac, Svilajnac and Raška (Serbia).

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The specific ToT measures cover leadership and management topics related to the Water Supply and Sanitation (WSS) Sector that were assessed during a comprehensive Training Needs Assessment (TNA) study that had been realised prior to the design of a Regional Training Delivery Scheme (RTDS) on which findings the specific ToT measures are based.

The generic ToT will cover the methodological areas as design, facilitation methods and instruments, evaluation etc. that are important to successfully implement training activities. Precise content of the generic ToR will depend on the expectations of participants and their level of expertise that shall be assessed after the selection of participants and before the final design of the generic ToT. The specific ToT measures will cover the following areas assessed as priority needs: 1) Efficient organisation and effective management of communal services, 2) Preparations for infrastructure investment projects, 3) Development of infrastructure investment projects, 4) Implementation of infrastructure investment projects, and 5) Results-based strategic programme planning and management..

It is planned that the trainers will work attached to the LGAs/NALAS. It is required that each potential candidate passes the generic ToT, Each of the trainees who successfully passed the generic ToT will be obliged to attend 2-3 specific ToT training modules in accordance to their professional background, work experience and performance shown during the generic ToT. The specific ToT modules will consist of technical sessions reflecting above mentioned thematic areas and practical sessions facilitating experience in curricula development and practice-oriented training measures.

After successful completion of the ToT, the trainers are expected to participate in implementation of national training activities realised by LGAs/NALAS and to take over active responsibility for future curriculum development and successively realised training measures. They do so in close coordination and by request from the LGAs.

II. Selection Criteria

The following criteria are proposed for selections of participants for the series of ToT (generic ToT and specific ToT):

1) Qualification and experience

- Required education level:
 - University degree
- Practical experience in or related to:
 - WSS performance improvement, and/or
 - Efficient utility and/or infrastructure management, and/or
 - Local governance, and
 - Training and human competence development;

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- Specific working experience in training and facilitation:
 - Participatory approaches,
 - Didactics and pedagogical knowledge;
- Working experience of at least 5 years in one of the areas mentioned under practical experience as well as the participation as main trainer and/or co-trainer in at least 10 training activities;
- The applicant proves corresponding experience in his/her Curriculum Vitae and indicates training activities he/she realised in the past.

2) Technical skills

- Sectoral knowledge:
 - Good understanding of WSS, utility management and respective challenges on utility level,
 - Background on local governments, its responsibilities and challenges,
 - Background on investment projects of International Finance Institutions (IFI, e.g. EU programmes and funding mechanisms),
 - Adequate knowledge in 2-3 of the subjects of the specific ToT measures, namely 1) Efficient organisation and effective management of communal services, 2) Preparations for infrastructure investment projects, 3) Development of infrastructure investment projects, 4) Implementation of infrastructure investment projects, and 5) Results-based strategic programme planning and management.;
- Language skills: Fluency in English, ability to moderate workshops in English;
- IT skills: MS Office (Word, Excel, PowerPoint).

3) Personal skills

- Managerial skills: good time-management, appropriate decision-making, anticipatory acting and conflict-sensitive problem-solving;
- Communication skills: good written and oral communication skills, good networking skills, ability to guide and motivate participants, active listener abilities;
- Self-management: high commitment to work, verified ability to manage his/her own duties between the attendance of training and related tasks, high resilience and resistance to stress, intrinsic motivation and creative thinking.

4) Others

- The candidate verifies his/her availability to participate in the generic ToT and two to three of the 5 specific ToT measures (e.g. by submitting an agreement of his/her superior that demonstrates that the candidate, if selected, is able to provide the time required for the participation in the ToT as well as in follow-up training activities on national level).
- Furthermore, the candidate should indicate his/her present position and home organisation. Eligible are candidates employed in municipalities, PUCs, local development agencies and/or LGAs of pilot countries, only. Advantage will be given to employees coming from the selected municipalities.
- He/she shall submit one page in written, exposing his/her motivation to participate in the ToT (Why am I the right candidate? Why the ToT is useful for me?) and the benefit of his/her participation (Why am I useful for the ToT? Which of my skills will be a benefit for the ToT?).

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III. Selection Process

After endorsement of the selection criteria (cf. section II), the International HCD Expert will prepare the template of an application sheet, reflecting section I-III to ensure a transparent manner of nomination and selection.

Deadline: May 27th, 2015

Based on the application sheet, the LGAs will start nominating potential candidates². Ideally, up to 12 candidates per LGA shall be nominated, of which the following number of trainees will be finally selected:

- 8 from Bosnia and Herzegovina
- 8 from Croatia and
- 6 from Macedonia
- 6 from Serbia
- 6 trainees from the NALAS Network

Deadline: June 26th, 2015

After the nomination of candidates by the LGAs, a pre-selection by NALAS and GIZ management structures will take place. The pre-selection takes into consideration the following criteria:

- Diversity of age,
- Diversity of location,
- Diversity of gender, and
- Diversity of experience.

Up to 34 candidates will be selected (further 5 qualified applicants should be on waiting list, in case that some of the selected candidates will not accept the invitation to participate).

Deadline: July 3th, 2015

The results of the pre-selection shall be presented in one of the Advisory Board Meetings to verify the final selection.

Deadline: July 13th, 2015.

After the decision is taken, the LGAs will inform respective candidates about their acceptance.

Deadline: July 31st, 2015

² LGAs can do so by announcing a call for interested candidates, beforehand.

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