german cooperation
DEUTSCHE ZUSAMMENARBEIT

Implemented by

giz Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH

In cooperation with

NALAS

Terms of Reference

for engagement of a Training Service Provider (TSP)
for Development of a training package and Delivery of
an E-learning course in Diversity Management

Background

The former projects "Promotion and scaling up of models for inclusion of minorities and other vulnerable groups in the Western Balkans" and "Enhancing local capacities to implement the 2030 Agenda and the 'Leave No One Behind' Principle" supported by BMZ and implemented by NALAS in coordination with GIZ, contributed to raising awareness of the LNOB principle and social approaches for the inclusion of vulnerable groups among the target group. However, despite the progress made, the context described below reflects the general situation of marginalised groups in the region.

Serbia, Bosnia and Herzegovina, North Macedonia, Kosovo and Albania are facing immense socio-economic challenges, overburdened with ethnic tensions and conflicts. Economic consolidation is slow and only reaches part of the population. The situation with income and living conditions is actually deteriorating for many citizens with the COVID pandemic adding to an already complex situation. Despite reforms in the area of rule of law and human rights, many people in all target economies in the Western Balkans experience multiple discrimination based on gender, ethnicity, age or sexual orientation. Traditional roles, prejudices especially against members of the Roma minority and members of the LGBTI community, and exclusion of people with disabilities are anchored deep in society and influence the political discourse. This results in increased desire of many (particularly young) people in the region to emigrate and exacerbates societal and political conflicts.

Diversity management, although being a relevant area of concern within government structures at national and local level to create social justice and to eliminate discrimination against minorities, is a governance tool largely absent in the range of public services and lacks general attention as a notion.

Project summary

The project "Scaling up of minorities inclusion models and strengthening of service delivery in municipal structures in the Western Balkans" will be realised with the support of the project "Strengthening of minorities through practical implementation of municipal structures in the Western Balkans", financed by the German Federal Ministry for Economic Cooperation and Development (BMZ) and the Federal State of Schleswig Holstein within the program "German Government and Federal State Pilot Programme - BLP". Specifically, the GIZ support contributes to the achievement of NALAS strategic goals as laid out in the NALAS Strategic Plan 2018-2022. In particular, this grant supports NALAS in the activities concerning Strategic Objective 2: Stable and Resilient Communities, concretising its Inclusiveness Principle (gender, youth inclusion, opportunities for youth, combating poverty) as well as concerning Strategic Objective 3: Improved Services by developing approaches for social services delivery as well as fostering evidence-based policy and decision making on local level. This project builds upon the experiences relating to the previous project "Promotion and scaling up of

models for inclusion of minorities and other vulnerable groups in the Western Balkans" financed under the same GIZ BLP programme and implemented in 2021.

The previous project supported local governments, local government associations and other stakeholders to enhance their capacities with regard to the inclusion of minorities and other disadvantaged groups based on successful social approaches implemented in the federal state of Schleswig-Holstein. The capacity development measures comprised web seminars, e-learning courses, learning clusters and a virtual study visit as part of a systematic know how transfer methodology.

The present project builds on the results obtained from its predecessor and aims to further strengthen the applied social approaches in the pilot municipalities and extends the knowledge transfer to other interested municipalities and stakeholders. The transfer process is guided by adapting to local needs in a joint learning process with all stakeholders and includes open diversity management as complementary capacity building topic for improved municipal services and structures.

This project will be implemented in five target economies (Serbia, Bosnia and Herzegovina, North Macedonia, Kosovo and Albania) and has a duration of 5 months.

About NALAS

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.

Against this background, NALAS is seeking for a competent Training Service Provider (Individual expert, Company or CSO) for the development of a training package on Diversity Management, transformation of the training package content into an e-learning learning format and delivery of one e-Learning course in English.

I.   Aim and Objectives of the Assignment

The **aim** of the assignment is to enhance the capacities of local governments, their Associations and other relevant stakeholders with a set of interlinked capacity development measures to apply

successfully approaches which strengthen the economic, social and cultural human rights of particularly vulnerable groups.

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

- **Activity package 1**: Develop and deliver of a regional web-seminar on Diversity Management in English
- **Activity Package 2:** Develop a training module (curricula and didactical materials) on the Diversity Management topic (see Annex 2_training structure templates)
- **Activity package 3:** Transform and adapt the content of already developed face to face training into content applicable for an e-Learning course
- **Activity Package 4:** Prepare for the e-Learning course delivery
- **Activity Package 5:** Deliver one e- Learning course for Diversity Management
- **Activity Package 6:** Submit a training report with key findings, lessons learned and recommendations. Template for the report will be provided.

Initially, the project envisioned implementation of face-to-face capacity development measures; however due to the COVID-19 crisis, all the measures will be implemented virtually. In order to enhance the learning possibilities for the future context in times when organization of f2f events will again be possible, a DM training package shall be available for NALAS. Therefore, initially the TSP is required to develop a tailor-made training module and then to adapt and transform the training content into an e-learning course. This process will be done with the support of engaged Instructional Designers and IT experts who have the technical expertise. To ensure quality in the delivery of the e-course, only up to 25 trainees will be able to participate during one e-learning delivery. The trainees will be staff from local governments, their Associations and from 5 target economies. The training participants should be capacitated and motivated to potentially implement or advocate the approach in their respective municipalities, as in a next stage of the project different municipalities in the region are supposed to implement the approach. Delivery and facilitation of the e-course should be in line with RCDN Quality Standards for Training Delivery (see Annex 2), under supervision of the NALAS and GIZ project staff.

II.   Responsibilities and tasks of Training Service Provider (TSP)

The assignment consists of six sets of activities:
1.   Development and delivery of regional web-seminar on Diversity Management
2.   Development of a training module on Diversity Management
3.   Transformation of the training content into content applicable for e-Learning course
4.   Preparation for delivery of an e-learning course
5.   E-learning course implementation, and
6.   Reporting

(Activity Package 1): Set of activities related to DEVELOPMENT AND DELIVERY OF REGIONAL WEB-SEMINAR on Diversity Management
Following the same methodology as for the other social approaches, the first step to the scaling up process is delivery of a regional web-seminar for the local stakeholders from the municipalities of the target economies of the Western Balkans. The aim of the web-seminar is to promote the approach on Diversity Management as a tool to eliminate discrimination against minorities which is largely absent in the range of public services and lacks general attention as a notion.
Design and delivery of the web-seminar will be a joint effort of the TSP and a moderator of the event.

The Training Service Provider is expected to identify two good practices on DM from the WB economies (or EU member states), to coordinate with and relate to the representatives of the good practices holders, cooperate with the moderator of the web-seminar in development of the agenda and related

materials (videos, promotional materials, presentations), participate in delivery of the regional web-seminar in English language (presentation and panel discussion) and contribute in preparation of a report together with the moderator.

Set of deliverables for this activity:

- Web-seminar's agenda (including identification of videos) and presentation elaborated
- Two good practices on DM identified and communication with practitioners established
- Text for promotional flyer developed
- Regional web-seminar on DM delivered
- Report on the implementation of the reginal web-seminar prepared

(Activity Package 2): Set of activities related to the DEVELOPMENT OF THE TRAINING MODULE

The design and development of the training module requires 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

The delivery of the training shall ensure that both, the necessary expertise and adequate facilitation skills, are adequately covered by the engaged TSP, including the knowledge of adult learning principles and training techniques in accordance with the RCDN Quality Standards on Training Delivery.

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

1. Get fully acquainted with the Diversity Management approach by reviewing the available documents developed in the previous GIZ project phases.
   The TSP shall work in close coordination and consultations with the practitioner from Bijeljina and Schleswig Holstein, as well as with the GIZ personnel.

2. Get fully acquainted with country specific context of scaling up approaches in 5 target economies by consulting the GIZ country coordinators.

3. Get fully acquainted with the RCDN Quality Standards for Training Delivery; Participate in preparatory talks and consultations (orientation meeting) with NALAS and GIZ staff. The consultations will be conducted via MS Teams, ZOOM or another online platform.

4. Get fully acquainted with the methodology and structure of the already developed training modules for the other approaches and follow the same methodological approach to ensure same style and training concept for the training module for Diversity Management. To adapt the training guides (for trainers) and materials (for participants) according to the topic context. This activity will be realized in cooperation with the engaged expert who will moderate the web-seminar and will have the methodological expertise for the development of the training module as mentioned above. *The package should contain: curriculum, agenda and session plan for the training for each of the topics that shall be delivered in 2 days training event. Time slot for presentation of practical experiences in implementing of DM approach by the practitioner as well as* programme for promotional back-to-back event for mayors *shall be ensured. In addition, the package shall include instructions for exercises, presentations, handouts, reading*

materials, evaluation sheet[1], as well as participants' knowledge pre-assessment sheet. The TSP shall compile the necessary reading materials and handouts within the Training Manual for the participants.

5. Develop content for factsheets on the Diversity Management as social approach and fact sheet for the training as capacity development measure/event, both intended for promotional purposes. In addition, the TSP needs to develop a text for a short (3 min.) voiceover DM social approach promotional video. The factsheets and video will be disseminated among LGs by LGAs and partner CSOsto raise interest in implementation of the approach and promote the web-seminar and e-Learning course;

6. Coordinate and present final proposal of the training module to NALAS and GIZ staff for approval.

Set of deliverables for this activity:
- Training curricula on Diversity Management and related documents developed. It includes: Training Curricula, Training Session Plan, Agenda
- Handouts, Instructions for exercises, Presentation and Training Manual developed
- Knowledge Pre-assessment Questionnaire, Training Evaluation Sheet prepared
- Promotional Factsheet of Diversity Management as a social approach, Training Factsheet, text for voiceover for promotional video developed
- Programme for promotional back-to-back event for mayors developed
- Good practice of Bijeljina and EU MS integrated within training materials
- Final version of training modules elaborated
- Adapted promotional factsheet for Diversity Management approach.
  Note: the training modules will have 2 main parts, a generic part - applicable to all countries, and a specific part - contextualised to target countries' specifics

(Activity Package 3): Set of activities related to the TRANSFORMATION AND ADAPTATION OF THE TRAINING CONTENT INTO CONTENT APPLICABLE FOR E-LEARNING COURSE

1. The adaptation cycle requires from the TSP to closely communicate and cooperate with the engaged Instructional Designer, as well as to actively participate at the orientation and coordination meetings with the Instructional Designer. (The details of the activities and interaction between the TSP and Instructional Designer, "Scope of the assignment, Features of the e-learning course and Timeframe" will be described in the TOR of the Instructional Design service provider and provided at a later stage). Once the e-Learning course is designed and content adapted, NALAS will engage an IT company that will align the developed materials and e-tools to the NALAS e-Academy platform.

2. Adaptation of the existing training materials to the e-learning environment, based on the inputs and instructions derived from the Instructional Designer.

3. Support NALAS, its member Associations and GIZ in development of the criteria for selection of training participants.

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[1] Evaluation sheet template is part of RCDN Quality Standard package

4. Prepare a pre- and post-assessment sheet in order 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.

5. Prior to launching of the e-course the TSP should participate in the testing phase (screening of the learning platform, review of materials and content and advise NALAS and the technical personal to prepare for launch of the e-course.

6. Review and finalise the e-course content and materials for the e-learning, if needed (depending on the specific needs of the participants' groups or recent legal and institutional changes relevant for the training content).

Set of deliverables for this activity:
- Training content is adapted for the e-learning course in a storyboard format.
- E-Learning tools such as video presentations (text prepared), quizzes, preliminary and final test questions, practical exercises, handouts, bibliography and additional reading materials developed.
- Selection Criteria for participants developed and reviewed
- Pre- and post-assessment sheets developed
- Participate in the testing phase and consequently, modify and finalize the content and materials, if needed (based on the feedback received by NALAS and GIZ and if any identified needs of participants, e.g., legal and regulatory changes)

(Activity Package 4) Set of activities related to E-COURSE PREPARATION

1. Prepare a presentation for the Introductory web-seminar (e-course orientation meeting for participants) and conceptualize the Exchange web-seminar (peer to peer exchange among participants).

Deliverables of set of activities:

- Prepare a presentation for the Introductory web-seminar and concept for the Exchange web-seminar

(Activity Package 5) *Set of activities related to E-COURSE IMPLEMENTATION*

1. Facilitate the e-learning course cycle (support participants in the knowledge progress, ensure smooth group work if any, respond to participant's clarification questions, check the results of the given individual/group assignments and tasks)
2. Apply training curriculum, design and facilitation techniques which are fully in line with the RCDN Quality Standards and requirements and delivery of back-to-back promo events for mayors.

Deliverables of set of activities

- E-Learning course on Diversity Management delivered, including Introductory web-seminar and Exchange web-seminar.

- Results of the knowledge assessment sheets of participants collected (the results should be presented as a comprehensive analysis providing an overview of the change of knowledge of the trainees on the DM topic before and after the e-course).

(Activity Package 6) *Set of activities referring to E-LEARNING AND ASSIGNMENT REPORTING*

1. 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.

2. Collect and submit all the final versions of the materials used during the e-learning (PPTs, handouts, case studies).

3. 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.

Deliverables of this set of activities

- Final version of the materials used for the e-learning
- 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)

III. Deliverables and Time Frame

When?	What?	Deliverable(s)	Estimated Expert days
13 September 2022	Signature of contract with NALAS - initial meeting	Consultancy contract signed	N/A
15 September 2022	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	1
1st week of October 2022	Development and delivery of regional web-seminar on Diversity Management	Preparation period in the period of 2 weeks prior the event	3
mid-September – mid October 2022	Development of the content for the training module	Period of 6 of weeks for development of the training module	12
mid October – end October 2022	Transformation and adaptation of the training content into content applicable for e-learning course	Period of 4 weeks for coordinating and adapting the content for e-learning with the Instructional Designer and the IT company engaged	9

Beginning of November 2022	Preparation for e-course implementation	Period of 4 weeks for preparations related to implementation of the e-learning	3
November 2022	E-learning course implementation	During the period of one month	5
December 2022	E-learning and assignment reporting	Period of one week after the delivery of the E-learning course Overall debriefing and feedback session with NALAS and GIZ and preparation of Assignment Report until end October 2021	2
		TOTAL EXPERT DAYS (e-learning)	**35**

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

The interested experts 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.

IV. Duration of the assignment

All above listed activities and delivery of the expected outputs are envisaged to take place between 14 September 2022 and end 15 January 2023.

V. Concept of the e-learning course delivery

There will be up to 25 trainees (five per target economy) participating during the delivery of one e-learning cycle. The trainees are professionals from municipalities and staff from LGAs. They will be selected by the LGs/municipalities based on criteria from NALAS/GIZ.

The training provider shall be available for implementing 4 learning modules as integral part of the DM e-learning course. Each module is delivered within the period of one week in scheduled learning sessions twice a week during the period of one month. An Introductory web-seminar of 1 hour at the very beginning is foreseen as technical introduction of the course for potential participants. In addition, an exchange web-seminar of 1,5 hours is integrated as a learning tool for peer exchange on DM specific issues.

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

VI. Trainer's Profile

The training will be developed and delivered in cooperation with another engaged expert who will moderate the web-seminar and will have the expertise on the training methodology that will be used.

The Trainer is expected to be highly experienced, with hands-on knowledge about local government units functioning and management, including processes, procedures and organisational aspects. In addition, s/he 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.

<u>Sector competence</u>

The expert 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.

<u>Professional experience</u>

The trainer should demonstrate professional experience of **at least 10 years** in working on minority issues, such as minority rights, inclusion, equality and human rights. The trainer should possess thematic knowledge and have conducted thematic work, such as developing and implementing programs related to overcoming the discriminatory denial or deprivation of citizenship, as well as strengthening the capacities of different responsible state and non-state institutions in improving the access to services and inclusion of minorities and other disadvantages groups.

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

The trainer should have professional experience in activities implemented in South-East European countries, preferably in the project target countries.

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

<u>Education</u>

The trainer shall possess 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, linguistic cultural studies or another relevant field).

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

<u>Language skills</u>

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

<u>IT skills</u>

MS Office (Word, Excel, PowerPoint).

<u>Other</u>
Promptness, high flexibility, ability to work under tight deadlines, readiness to travel.

VII.   Proposal

The Training Service Provider (Individual expert, Company or CSO) is asked to submit a proposal, **by 20 September 2022, 16:00** (CET). The proposal has to be submitted in English language **by e-mail, at info@nalas.eu** and shall contain the following sections:

1. Technical component

1.1. Training service provider Profile
    1.1.1.   Portfolio and CV of the expert, along relevant references;
    1.1.2.   Cover Letter that responds to the section "Trainers Profile" of this TOR (please provide a concise description, one paragraph relating to the section "Sector competence and Professional Experience" that corresponds to the Trainers Portfolio and its relevance for this assignment).
    1.1.3.   Presentation of the Training Service Provider and its suitability for assignment with detailed description of understanding of assignment;
    1.1.4.   Proposed operational plan (time line, milestones, meetings etc.) with proposed expert days for each activity.

2. Financial component

The financial offer shall contain the gross amount (net amount plus all applicable taxes) per expert-day in euros, as well as the total amount expressed in euros.

VIII.   Evaluation Criteria and Scoring

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

IX.   Reference

The reference for this assignment is NALAS, Email address: info@nalas.eu

X.   Modification of Terms

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

XI.   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.

XII.   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.

XIII. 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.

XIV. Reporting

The training report should be submitted, not later than 5 working days after the realisation of the-course. Both reports, e-course and assignment reports shall be submitted by 06 January 2022. The standardised Training Report Format to be used will be provided as Annex to the Contract.

XV. Terms and Payment

The Training service provider, will be engaged under Consultancy/Service Contract, signed by NALAS and will be paid in instalments upon submission and approval of the deliverables listed above.

XVI. 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, following the realisation of the e-course and the completion of the assignment. The standardised Trainers' Performance Assessment Form will be provided as an Annex to the Contract.

XVII. Evaluation of work

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

List of Annexes:
Annex 1: Anti-Bias Training Handbook (GIZ and Civil Peace Service)

Annex 2: RCDN Quality Standards for Training Delivery