

Terms of Reference

Consultancy Services for preparation and implementation of Regional Workshop for LL SEE Trainers

I. Background and Aim of the Assignment

Considering their shared vision and common understanding upon the role of Local Government Associations (LGA) in the Region, 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

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WP5: Regional Platform on Water and Wastewater

WP6: National Training Activities

The assignment refers to completion of WP3 activities that aim at develop and implement series of ToTs and establish LL SEE Trainer Pool. A series of ToTs consisting of one generic ToT module and five specific ToT modules have been implemented together with LL SEE partners and, as a result, a systemic training package for leaders and managers of SEE countries has been developed. The systemic package comprises five specific modules, namely: Efficient organization and effective management of communal services, Preparations for infrastructure investment projects, Development of infrastructure investment projects, Implementation of infrastructure investment projects, and Results-based strategic program planning and management.

The established LL SEE Trainer Pool consists of 33 Trainers, acting according methodological state of the art of competence development. Together with partner LGAs, trainers will carry out a wide range of training activities on country level. In total, 9 national training activities have been designed and tailored to the particular context of above mentioned target groups and delivered in April, 2016.

The general objective of the assignment is to enable consolidation of LL SEE Trainers Pool and experience exchange among trainers for the process of preparation and delivery of national trainings.

The assignment is designed to be implement through two flows of activities:

- 1) Preparation and implementation of a Regional Workshop for LL SEE Trainers with objectives of promotion of the trainers and delivery of certificates, consolidation of LL SEE Trainer Pool and creation of community of practice, experience sharing and lessons learned, reflection on LL SEE methodological minimum standards for training delivery and quality assurance, and coordination for the new cycle of national training activities.
- 2) Development of Terms of Reference (ToR) for Trainers for national trainings that will be used by LGAs involved in LL SEE in the process of preparation and implementation of the national training activities.

Therefore, NALAS invites organizations/companies with relevant experience and expertise to submit proposal for provision of Consultancy Services for preparation and implementation of Regional Workshop for LL SEE Trainers.

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II. Responsibilities and tasks of the Consultant

The assignment consists of two set of activities: 1) Preparation and implementation of a Regional Workshop for LL SEE Trainers, 2) Development of ToR for Trainers for national trainings. The following table provides an overview of the activities and tasks of the assignment:

Activity	Description of task
Preparatory talks and study of relevant documents.	This includes talks with the NALAS staff and the GIZ project staff as well as the briefing by 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. All relevant documents developed with in the project LL SEE will be compiled by NALAS and will be provided to the consultant after contract signature.
Development of ToR for trainers for national training activities	Developing draft ToR for trainers for national training activities including relevant annexes (i.e. template for national training report). Communication with NALAS and LGAs and providing feedback, and preparation of the final version of the ToR. Hereby, Consultant makes sure that a) activities and tasks to be carried out are described in a precise manner, b) the expert profile is clear allowing the LGAs to contract respective Trainer/s, c) the work schedule is feasible time and work load wise, and d) a comprehensive section on the LL SEE methodological approach for training delivery is included and the LL SEE minimum standards for training delivery is respectively covered through the whole training cycle and activities for preparation, delivery and reporting. Summary of lessons learnt and recommendations from the implementation phase of the first cycle of LL SEE national trainings, with feedback from LGAs and trainers, should be prepared and finalised with discussion at the regional workshop.
Preparation of the agenda and workshop concept	Communication with NALAS, definition of topics, preparation of draft agenda and workshop design. The workshop design and methodology (including preparation, delivery and reporting) should be fully in line with the LL SEE methodological approach and LL SEE minimum standards for training delivery.
Workshop agenda and consolidation of workshop materials	Final consolidation of the agenda, workshop design and workshop materials.
Regional rehearsal workshop delivery	Facilitation of two-day workshop with approximately 35-40 participants (LL SEE Trainers, LL SEE Advisory Board, NALAS and GIZ) in English as a working language.
Reporting	Preparation of a short report – consolidation of key findings, lessons learned and recommendations.

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The implementation of the activities shall be coordinated in close cooperation with the NALAS Project Manager and LL SEE International Expert.

Naturally, a lot of communication and coordination loops are required to undertake the assignment and to carry out the above mentioned sets of activities. Therefore, the Contracting Authority takes flexible communication and coordination for granted. In consequence, meetings (virtual or face2face) are not mentioned in the description referring to the sets of activities, but will take place.

III. Deliverables and Time Frame

The following table illustrates the **overall work schedule**:

When?	What?	Who?
05 September 2016	Signature of contract	NALAS
05 September 2016	Compilation of relevant documents	NALAS
05-07 September 2016	Preparatory talks and study of relevant documents.	RE/NALAS/IE/GIZ
08 September 2016	Draft ToR for Trainers for national trainings prepared	RE
12 September 2016	ToR for trainers for national trainings discussed and finalised	RE (feedback from NALAS/LGAs/IE/GIZ)
09 September 2016	Submission of draft agenda and the workshop concept	RE
09-16 September 2016	Agenda and the workshop concept discussed and finalised	RE (feedback from NALAS/LGAs/IE/GIZ)
22-23 September 2016 (in Belgrade or Zagreb)	Regional workshop implementation	RE
27 September 2016	Regional workshop report prepared and delivered	RE

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IV. Man days

The following days are agreed upon for the entire assignment: up to 8 working days. According to current planning, these working days are approximately distributed as follows:

Set of activities	Working days
Preparatory talks and study of relevant documents	1
Preparation of ToR for Trainers for national training activities	2
Preparation of the agenda, workshop concept and consolidation of workshop materials	2
Regional workshop delivery	2
Reporting	1
TOTAL	8

The Consultant in the proposal is expected to provide details about working days.

V. Instructions for applicants

To be considered, proposal must be received in electronic form not later than 02 September 2016 (Friday), 16:00 (CET) at info@nalas.eu , with subject: **Offer for Consultancy Services for preparation and implementation of Regional Workshop for LL SEE Trainers.**

a) Proposal

The proposal has to be submitted in English. All pages of the proposal should be consecutively numbered. The proposal should contain the following section:

- Cover page, showing company's name, address and contact information,
- Up to one page Letter of Introduction, signed by an authorised signature,
- Table of Contents, including page numbers,
- Presentation of the company and its suitability for assignment,
- A document for registered activity as evidence that the company is registered as a legal entity for performing the activity related to the subject of the Services or evidence that belongs to appropriate professional association in accordance with the regulations of the country where the company is registered,
- Documents confirming the financial capability of the company,

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- Detailed description of understanding of assignment,
- Detailed exposure of understanding of modern adult-learning approach and LL SEE methodological approach and minimum standards for training delivery,
- Recommended approach/methodology on how to realise the assignment (explanation of working steps to carry of the above mentioned sets of activities),
- Recommended approach with regard to project management, coordination of activities and communication (including potential meetings and media to use),
- Exposure of Consultant's expertise (provision of Regional Expert's CV and relevant project references, with references' names and contact details),
- Proposed operational plan (time line, milestones, meetings etc.),
- Proposed man days per set of activities,
- Financial offer that shall contain the total budget for executing of the task. The budget should be presented in details for all activities. The prices should be stated in EUROS (gross amount), VAT shown separately.

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

It has to be highlighted that the applicant is expected to reflect in the proposal on this ToR and precisely demonstrates a pragmatic and creative approach on how to realise the assignment (e.g. mode of quality assurance, planned time frame, distribution of working days), taking into consideration the above mentioned total number of man days.

b) Staff

For the realisation of the assignment, one Regional Expert (RE) is required.

The assignment requires a highly experienced expert combining profound human capacity development / training, water sector / utility management and local governance expertise.

The applicant will propose a Regional Expert that fulfils 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, training and ToT measures, and respective training development and implementation at local level (to be demonstrated by having contributed to the realisation of at least 10 training activities); sound networking skills and participatory working attitude (to be demonstrated in the context of at least 3 projects); proved experience in work with LGAs, municipalities and

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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 3 projects in the area of training and ToT measures), practical knowledge of LL SEE methodological approach and LL SEE minimum standards for training delivery is strong asset (to be demonstrated with explanation of RE's involvement and role in the implementation of LL SEE activities (ToTs and national trainings)).

- Regional competence: 5 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 to the assignment (e.g. social sciences, public administration, business administration, WSS engineering and management). He/she can demonstrate gained qualifications with regard to competence development (training and ToT activities).

It has to be highlighted that the applicant is expected to precisely demonstrate above mentioned expert profile in the proposal.

VI. Evaluation Criteria and Scoring

Evaluation of proposals will be undertaken by NALAS Evaluation Committee. The proposals will be evaluated based on the following criteria:

- 40% Company's Capacity: relevance of company's and suggested personnel's (Regional Expert) expertise and experience for fulfilling the tasks under this ToR;
- 30% Technical Offer: proposed approach, solutions, work plan;
- 30% Financial Offer.

VII. Modification of Terms

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

VIII. Consultant Expenses

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Consultants are solely responsible for their own expenses in preparing a proposal and for subsequent negotiations with NALAS. Short-listed proposals may be asked to make a presentation to the Evaluation Committee, which will be solely at the Consultants own expense.

IX. 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 Consultants 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 to the Network.

X. 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.

XI. Reporting

The selected Consultant shall provide a general Work Plan that is to be reviewed and approved by the Project Manager, not later than 5 days after the signing of the contract.

A Final Work Report with all related outputs shall be submitted to the Project Manager for reviewing and approval. The Final Work Report with all related outputs, shall also state observations on problems/risks encountered and recommendations for improvements/additional activities/risks mitigation actions.

XII. Terms and Payment

The contract between NALAS and selected Consultant will be signed under the Macedonian Laws.

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

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submission and approval of the deliverables listed above, provided and approved timesheet/s and after submission of invoice.

The amount paid shall be gross and inclusive of all associated taxes relevant to the payment. All personal income taxes and other taxes obligatory under the Macedonian Law will be deducted and paid from the overall amount before transferring.

The assignment-related costs (travel and accommodation costs) will be covered by NALAS or reimbursed according to the NALAS reimbursement rules. All travels have to be endorsed by NALAS prior its realisation.

XIII. Reference persons

For any questions about the content of this ToR, please contact Project Manager, Mr. Miodrag Kolić, at kolic@nalas.eu

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