

Project name:	Regional Capacity Development Network for Water and Sanitation Services (hereafter RCDN) “SHUKOS as CD service provider for PUCs and LGUs in Kosovo”
Title/Purpose:	Trainers for the Delivery of National Training: Capital Infrastructure Investment Projects in the Water Sector
Contract Duration:	Up to 10 days, 28 March 2022 – 10 May 2022
Contracting authority:	SHUKOS Nadire Vitija – Professional Development and Training Manager/ RCDN Focal Point

I. Background

Water and Wastewater Works Association of Kosovo (SHUKOS) is a non-for-profit organization established, by 7 Kosovo's Regional Water Supply and Sewerage Companies. The Association operates according to NGO law (No.04 / L-57) has its own bodies, the Assembly and the Board of Directors, which consists of 7 Chief Executive Officers of 7 Regional Water Companies.

The Water and Wastewater Works Association of Kosovo has received financing for a Grant titled “SHUKOS as CD service provider for PUCs and LGUs in Kosovo ” in the frame of the project Regional Capacity Development Network (RCDN) for Water and Sanitation services in SEE commissioned from the German Federal Ministry of Economic Cooperation and Development (BMZ) and Swiss State Secretariat for Economic Affairs (SECO), and it is administratively embedded in the GIZ Project “Open Regional Fund for Southeast Europe - Modernization of Municipal Services (ORF MMS)”. The project “Regional Capacity Development Network (RCDN) for Water and Sanitation Services” connects local government units (LGUs), public water utilities (PUCs) and their associations from Southeast Europe (SEE) to work together on developing capacities in the water and sanitation service (WSS) sector.

In this regard, the overall objective of the Project Implemented by SHUKOS is to be a Capacity Development Service Provider for PUCs and LGUs in Kosovo through the delivery of high-capacity development products developed in the region by engaged both, municipal decision makers and management of PUCs. The specific objective of the Project are:

- To further increase the institutional capacities of SHUKOS
- To further enhance the capacities of Management and Technical Staff of Water Utilities and Public Officials through delivery of CD Products
- To improve the national legal, administrative, and institutional frameworks for CD

Referred to the second objective, SHUKOS in it’s Working Plan has foreseen delivery of 3 day’s training activity on topic “Capital Infrastructure Investment Projects in the Water Sector” for Municipal and PUC Middle Management and Project Implementation Unit Staff, and it’s looking to select the national trainers, who will deliver the RCDN training in Kosovo.

II. Aim of the Assignment

The national trainer services are needed to deliver the training on the topic “Capital Infrastructure Investments Project in the Water Sector” in line with the RCDN Operational Model and the RCDN Quality Standards for Training Delivery contained herein.

The focus of the training is **to raise the knowledge of the participants to be able to prepare, develop and implement capital infrastructure investment projects**. The targeted audience for the training will be

- Municipal and PUC middle management,
- Municipal staff engaged in communal affairs,
- PUC staff engaged in project from the Kosovo RWCs,
- Representatives from Inter Ministerial Water Council, Ministry of Economy, and Water Service Regulatory Authority.

It is envisaged the training to be held in Prishtina in April 2022, with approximately 28 participants.

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

- 1) Prepare the training for realisation, in line with the RCDN Operational Model and the relevant Training manual;
- 2) Conduct the training on the following RCDN topic: **“Capital Infrastructure Investment Projects in the Water Sector”**, aiming at **to raise the knowledge of the participants to be able to prepare, develop and implement capital infrastructure investment projects**.
- 3) Submit a comprehensive training report, with key findings, lessons learned and recommendations.

Preparation, tailored design and facilitation of the training will be based on the following documents (Training Package), which will be delivered to the selected trainers:

- 1) **RCDN Operational Model**, developed within the RCDN project framework,
- 2) **Generic ToT Guidelines with the standard training templates**, as a framework for training preparation and facilitation (including RCDN Quality Standards, PPT and handout template/design, pre-assessment sheet, list of participants, check list on logistics, participants' evaluation sheet, etc.)
- 3) **Training manual “Capital Infrastructure Investment Projects in the Water Sector”**, including the necessary guidance for conducting the training and using the relevant training materials.

The respective documents will be provided to the trainer after signature of the contract.

III. Responsibilities and tasks of the National Trainers

The training will be delivered by a team of trainers comprised of one Lead Trainer (LT) and one Co-Trainer (CT). Interested trainers from the RCDN Pool of Trainers and Moderators (PTM) are encouraged to form the training tandem (or team), as appropriate, and propose the LT and CT. The LT should ensure that both the necessary expertise and adequate facilitation skills are adequately covered by the proposed training tandem, including the knowledge of adult training techniques and the RCDN Quality Standards on Training Delivery. The LT is also encouraged to propose additional resource person(s) – crucial expert(s), or practitioner(s) in the field, if applicable.

According to its specific aim, the assignment consists of three sets of activities:

- 1) Training preparation,
- 2) Conducting of training, and
- 3) Training reporting.

The responsibilities and tasks of the trainers are described below. The LT will be free to divide the roles and responsibilities within the team, as appropriate. Reference to responsibilities and tasks of other entities involved is made to correspondingly clarify the division of roles and activities.

1) Set of activities referring to training preparation

As a part of this set of activities, the LT involved in the delivery of the RCDN trainings is obliged to:

1. Participate in the preparatory talks and consultations (orientation meeting) with the SHUKOS;
2. Coordinate preparatory activities with the CT(s),
3. Get fully acquainted with the RCDN Operational Model and Generic ToT Guidelines, with a particular focus on RCDN Quality Standards for Training Delivery,
4. Review the existing specific training manual and training materials on the selected training topics to be delivered,
5. Request a resource person or persons (subject matter experts, practitioners and/or representatives of relevant national institutions), if applicable,
6. Assist the SHUKOS on the selection of training participants,
7. Perform the pre-assessment of the participants' background, level of knowledge, skills, expectations and needs, by making use of the RCDN standardised template contained in the training package,
8. Suggest any changes and tailoring of the materials, as needed (depending on the specific needs of the participants' groups or recent legal and institutional changes relevant for the training content),
9. Prepare training Agenda and detailed training design using the RCDN standardised templates,
10. Contextualise the input provided in the Training Manual and prepare Power Point and hands-out materials for participants for printing (in electronic form) in the Albanian language and in the standardised RCDN format (e.g. RCDN memo, RCDN PPT).

Deliverables of this set of activities:

- Completed pre-assessment sheets by the participants,
- Synthesis of pre-assessment sheets, with key findings about the participants and recommendations of changes, or a tailored approach, as appropriate,
- Updated and/or modified training materials, based on the identified needs (e.g. legal and regulatory changes) and pre-assessment results, if applicable.
- Agenda and detailed training design using the RCDN standardised templates.
- Prepared materials for participants at the training in electronic form.

Please, note that all logistic matters will be organised by the SHUKOS. The LT will be duly informed about all logistic details and will be asked to provide input, as necessary.

2) Set of activities referring to conducting of training

As a part of this set of activities, the LT involved in the delivery of the RCDN trainings is obliged to:

1. Conduct the training, together with the selected CT(s) (also, including the resource person, if applicable), on the following training topic:
 - Capital Infrastructure Investment Projects in the Water Sector
 - Aiming at to raise the knowledge of the participants to be able to prepare, develop and implement capital infrastructure investment projects;
 - Considering the following key topics
 - Bankable Project Preparation
 - Access to Funding for Infrastructure Investment Projects
 - Successful Project Development
 - Fundamental Concepts in Project Cycle Management
 - Stakeholder identification and mapping
 - Legal and Institutional Arrangements for Implementation of Complex Infrastructure Investment Projects
 - Internal Organisation and Planning – PIU
 - Project Implementation Phases
 - Main Implementation Phase
 - Monitoring, Evaluation and Audit Requirements
2. Apply the training curriculum, design and facilitation techniques which are fully in line with the RCDN Quality Standards and requirements (as detailed in the RCDN Operational Model document and the Generic ToT Guidelines),
3. Use the provided training manual as a basis for facilitation of the training.

Deliverables of this set of activities:

- Conduct the 3 day training in “Capital Infrastructure Investment Projects in the Water Sector”.

3) Set of activities referring to training reporting

As a part of this set of activities, the LT involved in the delivery of the RCDN trainings is obliged to:

1. Prepare a comprehensive training report, including the summary of participants' evaluations, key findings, lessons learned and recommendations, for future use by the SHUKOS and RCDN PIT (standardised RCDN reporting template provided as an annex to the ToR),
2. Submit the final version of the training materials used (PPTs, handouts, case studies), with the tailored content, if appropriate,
3. Take part in the trainers' feedback session with the SHUKOS, following the completed training for the trainer's performance assessment carried out by the SHUKOS. The trainers' feedback session, also, includes the CTs.

Deliverables of this set of activities are:

- Final training Agenda and Design,
- Signed list of participants,
- Completed evaluation sheets by the participants (in original),
- Summary of evaluations in standardised excel format,

- Final version of the materials used for the training,
- Photo documentation of participants/process and workshop outputs (on flip-chart and pin-board), and
- Training report.

IV. Deliverables and Time Frame

When?	What?	Who?
28/03/2022 (1 day)	Signature of contract with the SHUKOS/initial meeting – each trainer separately	SHUKOS LT, CT(s), resource person(s), if any
28/03/2022 (1 day)	Orientation meeting with other trainers and Association’s representatives and additional consultations, as needed	SHUKOS, LT, CT
28-30/03/2022 (3 days)	Desk research and study of relevant documents	LT, CT
30-13/04/2022 (2 weeks)	Pre-assess participants' background, skills, knowledge and needs and prepare report on the pre-assessment results	LT
13-20/04/2022 (1 week)	Review and adjust the training materials, based on the pre-assessment and other relevant input (if applicable)	LT, CT
21/04/2022 (deadline date)	Prepare final version of materials for participants in electronic form	LT, CT
21/04/2022 (deadline date)	Submit materials to the SHUKOS for printing	LT
25-27/04/2022 (3 training days)	Conduct the training in “Capital Infrastructure Investment Projects in the Water Sector”	LT, CT, resource person(s)
27-04/05/2022 (1 week)	Prepare the training report with annexes	LT, with contribution of CT
06/05/2022 (deadline date)	Submit the training report with annexes to the SHUKOS	LT
09/05/2022 (1 day)	Take part in the feedback session with the SHUKOS	SHUKOS, LT, CT,

V. Expert Days

The following maximum days are agreed upon for the entire assignment: 10 working day's

The LT is expected to provide a detailed work plan per each set of activities in his/her proposal, including the activities of the CT(s) and the resource person(s).

Costs for travel and accommodation related to the training will be reimbursed/covered by the SHUKOS based on the Contract. The contract between the SHUKOS and each selected trainer will be signed separately, under the Laws of the <country>.

VI. Trainers' Profile

➤ The RCDN trainer is highly experienced, with hands-on knowledge of LGU and/or PUCs' functioning and management, including processes, procedures, organisational aspects, the current status and needs for human capacity development (HCD), and challenges, trends and opportunities for improvements, particularly in the various specific areas related to WSS.

➤ The RCDN trainer should possess the following competencies:

- Sector competence: Experience in functioning of LGU/PUC, with particular experience in or related to:

- Performance improvement of PUCs in WSS sector, and/or
- Efficient utility and/or infrastructure management, and/or
- Local governance, and
- Capacity Development (CD), with focus on training and other HCD formats (e.g. peer exchange, peer learning, etc.);
- Experience in preparation and implementation of infrastructure investment projects of International Finance Institutions (IFIs) or various donors (e.g. EU programmes and funding mechanisms) is considered as an asset, and
- Working experience in the context of EU accession and integration will also be considered as an asset.

The RCDN trainer should demonstrate professional experience of at least 5 years in one of the areas mentioned above (presented in her/his' Curriculum Vitae (CV) in EU template¹ and proved with corresponding references).

- Methodological competence: Experience within the field of CD at the local level, with specific working experience in delivery of trainings as well as facilitation focusing on:

- Participatory approaches;
- Didactic and pedagogical knowledge, with focus on adult-oriented learning approach;
- Training concept development and design of training measures; and

¹ <http://europass.cedefop.europa.eu/documents/curriculum-vitae/templates-instructions>

- Delivery of training measures and other competence development measures.

The RCDN trainer should demonstrate that she/he has delivered at least 10 trainings to LGU/PUC participants (proved with corresponding references), and that she/he is competent to apply RCDN Quality Standards for Training Delivery.

Note: The shortage in the number of delivered trainings might be compensated with demonstration of strong technical experience.

- Language skills: Fluency in English. Ability to conduct trainings in English is an asset;
 - IT skills: MS Office (Word, Excel, PowerPoint).
- The RCDN trainer should have a University Degree in an area relevant to the improvement of WSS sector in LGAs and PUCs (e.g. social sciences, public administration, business administration, WSS engineering and management).
- Participation in Generic Training of Trainers (ToT) will be considered as an asset.
- Other: Promptness, high flexibility, ability to work under tight deadlines, readiness to travel.

VII. Proposal

The LT is asked to submit a proposal, including the proposal of the CT(s) and the resource person(s) (if applicable) **by 28/03/2022**. The proposal has to be submitted in the Albanian language **by e-mail, at nadire.vitija@shukos.org** by keeping in cc info@shukos.org and shall contain the following sections:

- CVs of the proposed Lead Trainer and Co-Trainers,
- A brief summary of expertise/area of responsibility of the proposed resource person, if applicable.
- Reference for relevant assignments, presented in the CV,
- Proposal for Agenda for three days training on “Capital Infrastructure Investment Projects in the Water Sector” aiming to raise the knowledge of the participants to be able to prepare, develop and implement capital infrastructure investment projects, and with:
 - Focus on topics:
 - Bankable Project Preparation
 - Access to Funding for Infrastructure Investment Projects
 - Successful Project Development
 - Fundamental Concepts in Project Cycle Management
 - Stakeholder identification and mapping
 - Legal and Institutional Arrangements for Implementation of Complex Infrastructure Investment Projects
 - Internal Organisation and Planning – PIU
 - Project Implementation Phases
 - Main Implementation Phase

- Monitoring, Evaluation and Audit Requirements
 - Appropriately tailored for municipal and PUCs middle management, and central institutions representatives.
- Proposed expert days for each activity and each involved trainer(s) and resource person(s) (if applicable),
- Proposed operational plan (time line, milestones, meetings etc.), and
- Proposed experts' daily rate. Financial offer shall contain the total budget for executing of the task including travel and accommodation costs. The budget should be presented in details for all activities. The prices should be stated in EUR (gross amount).

VIII. Evaluation Criteria and Scoring

The proposals will be evaluated based on the following criteria:

- 40% Trainers' Profile: Trainers' expertise and experience for fulfilling the tasks under this ToR;
- 40% Technical Offer: proposed Agenda and detailed training design, methodological approach, solutions, work plan; and
- 20% Financial Offer.

IX. Reference Person

The reference person for this assignment is the SHUKOS's Professional Development and Training Manager/RCDN Focal Point, Ms.Nadire Vitija.

Email address: nadire.vitija@shukos.org / info@shukos.org

X. Modification of Terms

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

XI. Acceptance and Rejection of Proposals

SHUKOS may not necessarily accept the lowest priced proposal or any proposal. At its sole discretion, SHUKOS reserve/s 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. SHUKOS 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 trainers who have responded. SHUKOS reserve/s 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 association and the RCDN.

XII. Ownership

All materials, documents and information prepared, developed or adjusted by the trainers and used for the purposes of preparation, realisation and facilitation of the training, as well as reporting, remain the property of the RCDN. The trainers agree 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 the SHUKOS.

XIII. Reporting

The training report should be submitted, not later than 5 working days after the realisation of the training, by the LT. The standardised RCDN Training Report Format to be used is provided as Annex 1 to the ToR.

XIV. Terms and Payment

The LT and CT(s) and resource person(s), if any, will be hired under separate Individual Contracts (IC) each, signed by the SHUKOS and will be paid upon submission and approval of the deliverables listed above. The LT and CT(s) and resource person(s), if any, shall provide the IC timesheets (following the RCDN standardised template in Annex 2 to the ToR) 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, but not exceeding the approved number of days for each of the proposed trainers.

The LT's and the CT's/CTs' and resource person's/persons' assignment-related costs (travel and accommodation costs) will be reimbursed/covered by the SHUKOS

XV. Performance indicators

The indicators reflecting the LT's and the CT's/CTs' 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 SHUKOS's Professional Development and Training Manager/RCDN Focal Point, Ms.Nadire Vitija). The trainers' performance will be evaluated by the SHUKOS at the feedback session with trainers, following the realisation of the training. The standardised Trainers' Performance Assessment Form is provided in Annex 3 to the ToR.

XVI. Evaluation of work

The performance of the tasks will be assessed by the SHUKOS's Professional Development and Training Manager/RCDN Focal Point from the SHUKOS.

List of Annexes:

Annex 1: Training Report Format

Annex 2: Time Sheet for Trainers

Annex 3: Trainer's Performance Assessment Form

RCDN
Training Delivery Template N°17

Training Report Form

RCDN Training Report Form

Regional Capacity Development Network (RCDN) for Water and Sanitation Services	
Training Title:	
Training Date:	
Venue:	Country, place
Trainers and Resource Persons:	Lead Trainer: _____ Co-Trainer(s): _____ Resource Person(s): _____
Participants:	Total number of participants ² : _____ Male: _____ Female: _____ LGU: _____ PUC: _____ LGA: _____ APUC: _____ ===== Other: _____ (please specify) e.g. PIT members: _____
Overall Learning Objective of Training:	<ul style="list-style-type: none"> • Xx • xx
Specific Learning Objectives of Training:	<ul style="list-style-type: none"> • xx • xx
Training Materials:	List all available training materials, please.
Key Training Topics and Short Description of Training Sessions:	Describe each training day by listing sessions and briefly describing the content of each session, please. DAY I DAY II etc.
Training Outputs	
Overall Impressions of the Trainers about the Training:	Summarise the overall impression about the training, please.

² The total number of participants refers to representatives of LGUs, PUCs, LGAs and APCUs, only. Other guests, such as PIT members, trainers, organisers, guests etc., should be signed at the list of participants and also noted in the report, under “other”. Yet, they are not considered as beneficiaries and thus should not be counted in the total number of participants.

Expectations of the Participants:	Summarise the key expectations of the participants and if they were met by the training. If not, please explain corresponding reasons, please.
Overall Impressions of the Trainers about the Participants	Summarise your impression on the group of participants, e.g. their competence level, knowledge up-grade and how they interacted during the training, please.
Raised Issues and Challenges:	If you faced any challenges or anticipate some, please provide respective information here.
Equal opportunities:	Please provide a brief impression on the following questions: What was the gender composition of participants as well as trainers and resource person/s, if any? Were there any specific gender session/s on the agenda? How gender sensitive where the case studies presented?
Lessons Learned and Follow-up	
Key Findings / Lessons Learned:	Please summarise your key findings and lessons learnt from the training.
Recommendations:	Please list recommendations that can support improving of RCDN training measures in the future.
Conclusions and Next Steps:	Please summarise you key conclusions and propose next steps referring to the follow-up of the training.

Summary of Participants’ Evaluation Results:

Brief qualitative summary – attach summary in Excel as Annex

Other Comments/Remarks:

List of Mandatory Annexes:

- Annex 1:** Completed Pre-Assessment Sheets by the Participants in electronic form
- Annex 2:** Summary Pre-Assessment Report with Lessons Learned and Recommendations
- Annex 3:** Final Training Agenda
- Annex 4:** Final Training Design
- Annex 5:** Final Training Materials (PPT, handouts etc.) in electronic form
- Annex 6:** Signed Participants list (scanned and original)
- Annex 7:** Completed Evaluation Sheets by the Participants (scanned and original)
- Annex 8:** Summary of Participants' Evaluations in excel format
- Annex 9:** Photo documentation from the training (participants/process and training findings)
- Annex 10:** Trainer's Performance Assessment Form (to be added by <Association(s)>)

RCDN
Training Delivery Template N°16
Time Sheet for National Trainers

RCDN Time Sheet for National Trainers

Project Title	Regional Capacity Development Network (RCDN) for Water and Sanitation Services
Contract Nr.	xxx, dated dd/mm/yyyy.
Contractor:	<Association/s>
Training Title:	<insert title of training>
Trainer's Name:	<insert your name>
Position:	<insert your position, either Lead Trainer or Co-Trainer or Resource Person>

Period

_____ (month) (Year)

Date/day	Activity nr.	Working Day (<= 22/Month)	Per Diem	Location	Short Description of Activities
01					
02					
03					
04					
05					
Total		00,0			

Total working days

00,0

Total Per Diems

0,0

Trainer

(signature, date)

Reference person³

(signature, date)

³ The reference person is mentioned in your contract and is the Focal Point of the Association, in general.

RCDN
Training Delivery Template N°14

Trainers' Performance Assessment Form

RCDN Trainers' Performance Assessment Form

RCDN puts high emphasis on continuous performance improvement and quality assurance. To do so, this performance assessment form has been prepared aiming at assessing the performance of RCDN trainers, and allowing quality assurance by the partner associations and RCDN PIT to jointly improve RCDN operations and training delivery.

The performance assessment form follows the RCDN Quality Standards for Training Delivery in order to ensure their appropriate application during the delivery of trainings.

The form will be filled in by Associations' Focal Points (or other appointed persons) from partner associations and RCDN PIT (if appropriate). To ensure transparency about performance criteria and scale, the form is annexed to trainers ToR. After each delivered training, aspects of performance shall be discussed in a feedback meeting enabling trainers and partner associations to foster learning processes and future improvement.

The grading scale is from 1 - not satisfactory to 6 - excellent.

In case it is not possible and/or applicable to assess particular aspects, please state that the aspect is either not applicable (n/a) or cannot be assessed. In any case, provide the reason for not being applicable or assessable.

Training Title - _____

Date and location - _____

Trainer: name and surname - _____

Position - Lead Trainer / Co-Trainer

Preparatory activities and assessment-based preparation	
Trainer participates at the orientation meetings and actively provides opinion and recommendation on the selection of training topic and mode of delivery.	
He/she conducts all appointed responsibilities within the trainers' team professionally and on time, and has good relations and communication with the other team members.	
Training materials are prepared on time (to be sent to LGA and/or APUC / RCDN PIT before the training for processing and printing) and the RCDN visibility and logos are applied appropriately in all documents.	
The trainees' pre-assessment is done and training agenda and design is prepared accordingly.	
Comments:	
Contextualised design	

The RCDN objectives and activities are presented to the trainees (RCDN PPT, promotional materials and leaflets, banner) and reference is made to RCDN Quality Standards relevant to the training.	
Trainer ensures relevance and link to trainees' professional backgrounds and learning expectations. (Findings of the synthesis of pre-assessment sheets presented, trainees' expectations from the training discussed and incorporated in the training agenda and design).	
Training objectives and goals are presented and agreed with participants.	
The training agenda is visible positioned in the venue. The changes in the training agenda is discussed and agreed with participants.	
Comments:	
Co-constructive methods	
Trainer motivates and enables active participation of trainees by using variety of adult-oriented learning methods highlighting interaction, practice-orientation, reflection and dialogue. (Work in groups, group assignments and presentations, group and plenary discussions).	
Trainers foster motivation and participation of trainees in discussions, group works, training exercises and presentations.	
Trainer uses different visual techniques (flipchart papers, pin-boards, meta-cards etc.).	
Comments:	
Comprehensive and tailored content	
Specific training content is tailored to specific trainees' needs. Good practices, practical examples and experiences are presented and linked to the work context of trainees. They are prepared according "do not harm" principle with regards to equal access.	
The trainees are showing interest for the topics, materials and content presented.	
Trainees participate in discussion and share their experience and expertise.	
Trainer shows confidence and knowledge in content presented, he/she is able to lead open discussion and answer questions.	
Comments:	
Adaptable and flexible implementation	
Trainer adapts design and respective sessions (methodological and content-wise) at a daily base to ensure meeting trainees' learning style and expectations.	

Trainers' team is well coordinated and trainers support each other in conducting the training.	
Comments:	
Facilitating trainers	
Trainer focuses on being a learning partner/coach.	
He/she shows energy and enthusiasm for the topics being covered.	
Trainer is neutral and objective, and conducts the training in an impartial and constructive manner.	
Participants are motivated and enabled to actively get involved, the trainer finds a way of adequately involving each participant.	
Trainer acknowledges and respects each individual participant and ensures that all participants show mutual respect.	
Trainer encourages development of trust and safety. Participants feel free and comfortable in the group.	
Trainer has a punctual and good time-management. He/ she sets the training session for a reasonable time and observe carefully the dates and times allocated for activities.	
Trainer manages conflicts with sensitivity, if any.	
Comments:	
Enabling logistics	
Trainer provides instructions for selection of adequate venue (arrangements and setting i.e. natural light, fresh air, break-out rooms, enough space) and training equipment and materials needed (to be done in context of orientation meeting with partner association(s) / RCDN PIT).	
He/she uses available venue space and equipment flexibly, and creates comfortable working arrangements and settings.	
Comments:	
Equal access	
Trainer acts in a gender sensitive manner.	
Trainer provides equal opportunities to all participants, in discussions, group works and presentations.	
He/she provides examples and explains the benefits and importance of improvement of cooperation and partnership between LGUs and PUCs related to the training topics and learning objectives, if applicable.	

Comments:

Reflective evaluation

Trainer prepares/ensures that the standardised RCDN training evaluation sheet is adopted to the training's specific learning objectives and for individual evaluation of each trainers' performance.	
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He/she ensures that all trainees receive respective evaluation sheet and all evaluation sheets are answered and collected at the end of the training.	
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Comments:

Recommendations for the trainer:

Performance assessment score: _____ (is calculated as average of all sub-scores)

Name and surname of the assessor _____

Signature _____