RCDN
Stakeholder Dialogue Template N°2

Terms of Reference for National Moderators

RCDN Terms of Reference for National Moderators

Moderators for the Delivery of Stakeholder Dialogue: "Stakeholder dialogue for improvement of WSS sector in Kosovo"

I.   Background

The project "*Regional Capacity Development Network (RCDN) for Water and Sanitation Services"* aims at increasing the effectiveness and efficiency of the water utilities in the Western Balkans, contributing to better service provision with larger numbers of population groups getting access to drinking water and sanitation services and meeting the EU environmental Acquis Communautaire.

The project is **jointly financed by** the Swiss State Secretariat for Economic Affairs (**SECO**) and the German Federal Ministry of Economic Cooperation and development (**BMZ**), and **it is administratively embedded in** the GIZ Project "Open Regional Fund for Southeast Europe - Modernisation of Municipal Services (**ORF MMS**)", commissioned by BMZ.

Three key sets of activities will contribute to achieve the RCDN project outcomes:

- ▪ **Outcome 1:** The Associations of water utilities and municipalities in the Western Balkans, in cooperation with NALAS and IAWD, are enabled to deliver quality capacity development measures to water utilities and municipalities in the frame of the RCDN in a financially sustainable manner.

- ▪ **Outcome 2**: Management and technical staff of water utilities and public officials of municipalities have access to and make use of RCDN's high-quality, demand-oriented and formal capacity development products.

- ▪ **Outcome 3**: National Authorities, International Financial Institutions and Donors promote the use as well as contribute to the improvement of the RCDN capacity development offer.

The RCDN builds upon and integrates the existing CD activities, on regional as well as national levels, and facilitates scaling-up and further replication throughout the region. Strengthening capacities of associations for collaborative CD delivery is core of the methodological approach. The project will provide the necessary assistance for introducing and enhancing functional capabilities, procedures and instruments that shall allow the RCDN partner associations to deliver fee-based CD products to water utilities and municipalities in an effective manner.

To this end, the project will enable 16 associations of municipalities and water utilities from Albania, Bosnia and Herzegovina, Kosovo, Macedonia, Montenegro and Serbia, as well as their regional networks NALAS and IAWD, to facilitate and coordinate CD initiatives in the region and to support the delivery of CD measures to water utilities and municipalities in the respective countries. It will also involve further key stakeholders, such as lending institutions (International Financial Institutions – IFIs, etc.) active in the infrastructure sector which are interested in strengthening capacities to develop and secure their operations in the water and sanitation sector or Donors which may benefit from a regional platform to identify CD needs, dialogue with the stakeholders and their design policies.

SHUKOS in support of some capacity building activities that it has carried out as a measure for CD of RWCs and Municipalities in Kosovo will organize Stakeholder dialogue on four key topics for a better development of WSS sector in Kosovo, consisting one day stakeholder dialogue event. The multistakeholder dialogue will be organized in support of CD measures as follows:: Integrated Asset Management (QW3), Learning from peers for successful infrastructure Waste Water Collection and Treatment Project (QW 8) and others related topic for CD development

II.   Aim of the Assignment

The **general objective** of this assignment is to **select the national moderators from the RCDN Pool of Trainers and Moderators who will deliver the RCDN Stakeholder Dialogue in Kosovo,** on the selected topic, in line with the RCDN Operational Model and the RCDN Quality Standards for Stakeholder Dialogue contained therein.

The focus of the stakeholder dialogue is on "To facilitate dialogue between relevant stakeholders for the improvement of the WSS sector in Kosovo". The overall learning objective of the particular stakeholder dialogue event is: To introduce and inform stakeholders on key positions held on the four selected topics for development of Water and Sanitation Sector in Kosovo.

The targeted audience for the stakeholder dialogue will be Ministry of Economy, Ministry of Environment, Spitial Planning and Infrastructure, Inter-Ministrial Water Council, Ministry of Finance, Labour and Transfers, Tax Administration of Kosovo, Water Services Regulatory Authority, Public Health Institution, Association of Kosovo Municipalities, Municipalities of Kosovo, Regional Water Companies, Donors and Financial Institutions from the Kosovo. It is envisaged the stakeholder dialogue dialogue event to be held in Prishtina, on 06.10.2022, with approximately 50 participants.

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

1) Prepare the stakeholder dialogue for realisation, in close cooperation with RCDN Project Implementation Team (PIT), in line with the RCDN Operational Model and the relevant issue of concern and further material available (Check List for Initiation of Stakeholder Dialogue, Map of Actors Instructions, Stakeholder Dialogue Agenda, Participants List, Interest of Stakeholders, Check list for Conduction of Stakeholder Dialogue, Detailed Stakeholder Dialogue Design, Stakeholder Dialogue Action Plan, Check list for key success factors, Stakeholder Dialogue Evaluation Sheet, Stakeholder Dialogue Report);

2) Conduct the stakeholder dialogue on the following RCDN topic:Stakeholder dialogue for improvement of WSS sector in Kosovo,

3) Submit a comprehensive stakeholder dialogue report, with key findings, lessons learned and recommendations.

Preparation, tailored design and facilitation of the stakeholder dialogue will be based on the following documents (Stakeholder Dialogue Package), which will be delivered to the selected moderators:

1) **RCDN Operational Model,** developed within the RCDN project framework,

2) **Generic ToT Guidelines with the standardised stakeholder dialogue templates**, as a framework for stakeholder dialogue preparation and facilitation (including RCDN Quality Standards, PPT, check list on initiation of stakeholder dialogue, design, interest of stakeholder form, list of participants form, check list on logistics, participants' evaluation sheet, etc.)

3) **Stakeholder dialogue material** RCDN Quality Standards for Stakeholder Dialogue as well as policy and position papers developed by SHUKOS, including the necessary guidance for conducting the stakeholder dialogue and using the relevant stakeholder dialogue materials.

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

III. Responsibilities and tasks of the National Moderators

The stakeholder dialogue will be delivered by a team of moderators comprised of one Lead Moderator (LM) and one Co-Moderator (CM). Interested moderators from the RCDN Pool of Trainers and Moderators (PTM) are encouraged to form the Stakeholder dialogue tandem (or team), as appropriate, and propose the LM and CM. The LM should ensure that both the necessary expertise and adequate facilitation skills are adequately covered by the proposed stakeholder dialogue tandem, including the knowledge of adult training techniques and the RCDN Quality Standards for Stakeholder Dialogue. The LM is also responsible to support the analysis for the initiation of the stakeholder dialogue and is encouraged to propose additional resource person(s) – crucial expert(s), or practitioner(s) in the field of the issue of concern, if needed.

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

> 1) Stakeholder dialogue preparation,
>
> 2) Conducting of stakeholder dialogue, and
>
> 3) Stakeholder dialogue reporting.

The responsibilities and tasks of the moderators are described below. The LM will be free to divide the roles and responsibilities between themselves, 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 stakeholder dialogue preparation*

As a part of this set of activities, the LM involved in the delivery of the RCDN Stakeholder Dialogue is obliged to:

1. Participate in the preparatory talks and consultations (orientation meeting) with the SHUKOS,
2. Coordinate preparatory activities with the CM(s),
3. Get fully acquainted with the RCDN Operational Model and Generic ToT Guidelines, with a particular focus on RCDN Quality Standards for Stakeholder Dialogue,
4. Support the analysis for the initiation of the stakeholder dialogue and detailed definition of issue of concern,
5. Review the specific stakeholder dialogue materials relevant for the selected stakeholder dialogue topics to be delivered, if existing,
6. Request a resource person or persons (subject matter experts, practitioners and/or representatives of relevant national institutions), if applicable,
7. Assist the SHUKOS on the selection of stakeholder by conducting a stakeholder mapping and respective analysis,
8. Perform the assessment of interest of identified stakeholders, by making use of the RCDN standardised template contained in the Stakeholder Dialogue Package,
9. Develop materials for the stakeholder dialogue in close cooperation with the SHUKOS and RCDN PIT as well as the resource person(s). If stakeholder dialogue builds on existing material: Suggest any changes

and tailoring of the materials, as needed (depending on the specific expectations of the stakeholder group and/or recent legal and institutional changes relevant for the stakeholder dialogue content),

10. Prepare stakeholder dialogue agenda and detailed stakeholder dialogue design using the RCDN standardised templates,

11. Prepare materials for stakeholders for printing (in electronic form) in the local language and in the RCDN standardised format (e.g. RCDN memo, RCDN PPT).

Deliverables of this set of activities:

- Completed interest of stakeholder forms by the stakeholders,
- Synthesis of interest of stakeholder forms, with key findings about the stakeholders and recommendations of changes, or a tailored approach, as appropriate,
- Updated and/or modified stakeholder dialogue materials, based on the identified expectations and results of the synthesis of interest of stakeholder forms, if applicable.
- Agenda and detailed stakeholder dialogue design using the RCDN standardised templates.
- Prepared materials for stakeholders in electronic form.

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

2) Set of activities referring to conducting stakeholder dialogue

As a part of this set of activities, the LM involved in the delivery of the RCDN Stakeholder Dialogue is obliged to:

1. Conduct the stakeholder dialogue, together with the selected CM(s) (also, including the resource person, if applicable), on the following stakeholder dialogue topic:
   - Stakeholder dialogue for improvement of WSS sector in Kosovo,
   - Aiming at To facilitate dialogue between relevant stakeholders for the improvement of the WSS sector in Kosovo and
   - Considering the following key topics Introductory presentation, Presentation and open discussion on Policy Paper: *Legal Framework for Discharge of Industrial Waste Waters in the Public Wastewater System (WWTP;* Presentation and open discussion on Policy Paper: *Valuation and revaluation of assets of RWCs in Kosova and their depreciation over years,* Presentation and open discussion on Position Paper: *Designing a subsidized tariff system for wastewater*, Presentation and open discussion on Position Paper: *Institutional recognition of SHUKOS as the main training provider in the Kosovo Water Supply and Sewerage Services Sector,* Action Plan, Conclusion and key messages on upcoming activities.

2. Apply the stakeholder dialogue 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 stakeholder dialogue materials as a basis for facilitation of the stakeholder dialogue.

Deliverables of this set of activities:

- Conduct the Stakeholder Dialogue in <Stakeholder dialogue for improvement of WSS sector in Kosovo,

3) *Set of activities referring to stakeholder dialogue reporting*

As a part of this set of activities, the LM involved in the delivery of the RCDN Stakeholder Dialogue is obliged to:

1. Prepare a comprehensive stakeholder dialogue report, including the summary of participants' evaluations, key findings, lessons learned and recommendations, for future use by the SHUKOS and RCDN PIT (standardised RCDN Stakeholder Dialogue Report Form provided as an annex to the ToR),
2. Submit the final version of the stakeholder dialogue materials used (PPTs, handouts, etc.), with the tailored content, if appropriate,
3. Take part in the moderators' feedback session with the SHUKOS, following the completed stakeholder dialogue events, for the moderator's performance assessment carried out by the SHUKOS. The moderators' feedback session, also, includes the CMs.

Deliverables of this set of activities are:

- Final RCDN Stakeholder Dialogue 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 stakeholder dialogue,
- Photo documentation of participants/process and workshop outputs (on flip-chart and pin-board), and
- Stakeholder dialogue report.

IV.   Deliverables and Time Frame

When?	What?	Who?
22/09/2022 (1 day)	Signature of contract and orientation meeting with moderator	LM, SHUKOS
20-27/09/2022 (1 week)	Desk research and study of relevant documents	LM
27/09/2022 -04/10/2022 (1 week)	Review and adjust the stakeholder dialogue materials, based on the synthesis of results of the interest of stakeholder forms and other relevant input (if applicable)	LM
04-05/10/2022 (deadline date)	Prepare final version of materials for participants in electronic form	LM
05/10/2022	Submit materials to the SHUKOS for printing	LM

(deadline date)		
06/10/2022	Conduct the stakeholder dialogue in < Stakeholder dialogue for improvment of WSS sector in Kosovo	LM
07-13/10/2022 (1 week)	Prepare the stakeholder dialogue report with annexes	LM
13/10/2022 (deadline date)	Submit the stakeholder dialogue report with annexes to the SHUKOS	LM
14/10/2022 (1 day)	Take part in the feedback session with the SHUKOS	LM, SHUKOS

V.   Expert Days

The following maximum days are agreed upon for the entire assignment:

1-day stakeholder dialogue event	preparation	conducting	reporting	working days (up-to)
Lead Moderator	3	1	2	6

The LM is expected to provide a detailed work plan per each set of activities in his/her proposal, including the activities that will do jointly with SHUKOS

The Contract between the SHUKOS and each selected moderator will be signed separately, under the Laws of the Kosovo.

VI.   Moderators' Profile

➢ The RCDN moderator is highly experienced in moderation of events specifically related to LGU and/ or PUCs' functioning and management, as well as challenges, trends and opportunities for improvements, particularly in the various specific areas related to WSS.

➢ The RCDN moderator should possess the following competencies:

- Sector competence: Knowledge in functioning of LGU/PUC, in particular 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 human competence development (HCD) formats (e.g. peer exchange, stakeholders dialogue, conference, community of practice and 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 with various donors in the context of EU accession and integration will also be considered as an asset.

The RCDN moderator 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 template[1] and proved with corresponding references), and that she/he is competent to apply RCDN Quality Standards for Stakeholder Dialogue.

- - <u>Methodological competence:</u> Experience in moderation of CD measures, specifically on:
  - ▪ Participatory approaches;
  - ▪ Didactic and pedagogical knowledge, with focus on adult-oriented learning approach;
  - ▪ Concept development and design for moderation of competence development measures; and
  - ▪ Moderation of events and other competence development measures.

The RCDN moderator should demonstrate that she/he has moderated at least 10 events with LGU/PUC participants (proved with corresponding references). Experience with moderation of specific events with large number of participants (more than 50) and different stakeholders including high level positions, will be considered as and asset.

- - <u>Language skills:</u> Fluency in English. Ability to moderate events in English is an asset;
- - <u>IT skills:</u> MS Office (Word, Excel, PowerPoint).

➢ The RCDN moderator 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).

VII.   Proposal

The LM is asked to submit a proposal **by 21/09/2022**. The proposal has to be submitted in the Albanian language **by e-mail, at info@shukos.org** and shall contain the following sections:

- ▪ CVs of the proposed Lead Moderator and Co-Moderators,
- ▪ A brief summary of expertise/area of responsibility of the proposed resource person, if applicable.
- ▪ Certificate of RCDN Generic ToT completion, (and Specific ToT, if applicable),
- ▪ Reference for relevant assignments, presented in the CV,

Proposal for Agenda for event of stakeholder dialogue on <Stakeholder dialogue on four key topics for a better development of WSS sector in Kosovo title of the stakeholder dialogue>, with focus on the topics: Introductory presentation, Presentation and open discussion on Policy Paper: *Legal Framework for Discharge of Industrial Waste Waters in the Public Wastewater System (WWTP;* Presentation and open discussion on Policy Paper: *Valuation and revaluation of assets of RWCs in Kosova and their depreciation over years*, Presentation and open discussion on Position Paper: *Designing a subsidized tariff system for wastewater*, Presentation and open discussion on Position Paper: *Institutional recognition of SHUKOS as the main training provider in the Kosovo Water Supply and Sewerage Services Sector*, Action Plan, Conclusion and key messages on upcoming activities with   appropriately tailored for ≤ Ministry of Economy, Ministry of Environment, Spitial Planning and Infrastructure, Inter-Ministrial Water Council, Ministry of Finance, Labour and Transfers, Tax Administration of

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[1] http://europass.cedefop.europa.eu/documents/curriculum-vitae/templates-instructions

Kosovo, Water Services Regulatory Authority, Public Health Institution, Association of Kosovo Municipalities, Municipalities of Kosovo, Regional Water Companies, Donors and Financial Institutions from the Kosovo.

- Proposed expert days for each activity and each involved moderator(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% Moderators' Profile: Moderators' expertise and experience for fulfilling the tasks under this ToR;
- 40% Technical Offer: proposed agenda and detailed stakeholder dialogue design, methodological approach, solutions, work plan; and
- 20% Financial Offer.

## IX.	Reference Persons

The reference person for this assignment is the SHUKOS's Focal Point, Nadire Vitija.
Email address: nadire.vitija@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/are 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 moderators 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 moderators and used for the purposes of preparation, realisation and facilitation of the stakeholder dialogue, as well as reporting, remain the property of the RCDN. The moderators agree that no part of the stakeholder dialogue 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 stakeholder dialogue report should be submitted, not later than 5 working days after the realisation of each stakeholder dialogue, by the LM. The standardised RCDN Stakeholder Dialogue Report Format to be used is provided as Annex 1 to the ToR.

### XIV.	Terms and Payment

The LM 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 LM 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.

### XV.	Performance indicators

The indicators reflecting the LM's: Timely presentation of results and outputs, quality of Stakeholder dialogue realisation and facilitation in line with RCDN Quality Standards, participants' evaluation results and quality of the reports to be provided to the reference person of this assignment (namely SHUKOS's Focal Point, Nadire Vitija). The moderators' performance will be evaluated by the SHUKOS at the feedback session with moderators, following the realisation of each stakeholder dialogue. The standardised Moderators' 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 Focal Point(s) (or other appointed person) from the SHUKOS.

List of Annexes:
Annex 1: Stakeholder Dialogue Report Format
Annex 2: Time Sheet for Moderators
Annex 3: Moderator's Performance Assessment Form

RCDN
Stakeholder Dialogue Template N°13

Moderators' Performance Assessment Form

RCDN Moderators' 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 moderators, and allowing quality assurance by the partner associations and RCDN PIT to jointly improve RCDN operations and CD delivery.

The performance assessment form follows the RCDN Quality Standards for Stakeholder Dialogue in order to ensure their appropriate application during the delivery of stakeholder dialogues.

The form will be filled in by Focal Point/s (or other appointed persons) from Partner Association/s and RCDN PIT (if appropriate). To ensure transparency about performance criteria and scale, the form is annexed to moderators' ToR. After each delivered stakeholder dialogue, aspects of performance shall be discussed in a feedback meeting enabling moderators 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.

Stakeholder Dialogue Title - _____

Date and location - _____

Moderator: name and surname - _____

Position - <u>Lead Moderator / Co-Moderator</u>

Preparatory activities and analysis-based initiation	
Moderator participates at the orientation meeting and actively provides opinion and recommendations on aspects compiled in the check list for initiation of a stakeholder dialogue, in particular: for potential need for change, timing, resources and competences, form of the stakeholder dialogue, overarching goal and definition of potential core group.	
He/she conducts all appointed responsibilities within the moderators' team professionally and on time, and has good relations and communication with the other team members.	
Stakeholder dialogue materials are prepared on time (to be sent to LGA and/or APUC / RCDN PIT before the stakeholder dialogue for processing and printing) and the RCDN visibility and logos are applied appropriately in all documents.	
The interest of stakeholders is assessed and agenda and design of the stakeholder event are prepared accordingly.	
Comments:	

Structuring frame	
The moderator analysed the check list for conduction of stakeholder dialogue together with the Partner Association and/or PIT.	
Respective elements are reflected with regard to the particular stakeholder event.	
Comments:	

Solution-focused content & process-oriented design	
The issue of concern is well-prepared/well-documented and relevant to stakeholders' work context allowing stakeholders to jointly seek solutions fostering change.	
The RCDN objectives and activities are presented to the stakeholders (RCDN PPT, promotional materials and leaflets, banner) and reference is made to RCDN Quality Standards relevant to the stakeholder dialogue.	
Moderator ensures relevance and link to different stakeholders' perspectives, its expression and fosters the integration of different interest. (Findings of the synthesis of interest of stakeholders form are analysed and incorporated in the agenda and design of the stakeholder dialogue event).	
The goal of the stakeholder event is clear, and presented and confirmed by the stakeholders.	
The agenda of the stakeholder event is visible positioned in the venue. Changes in the agenda of the stakeholder event are made transparent and agreed with stakeholders.	
The design of the stakeholder event highlights solution-seeking to foster change and leaves room for cooperation and mutual solution-seeking.	
Furthermore, the design allows time for action planning.	
Comments:	

Competence-focused methods	
Moderator motivates and enables active participation of stakeholders by using variety of adult-oriented learning methods emphasising transparent and open exchange, cooperation and communication fostering dialogic competences stakeholders and leadership competences of the core group.	
Moderators foster motivation and participation of stakeholders in discussions, group works, exercises, presentations etc. aiming in ensuring transferability of solutions identified.	

Moderator uses different visual techniques (flipchart papers, pin-boards, meta-cards etc.).	
Comments:	

Adaptive process moderation

Moderator adapts design and respective sessions (methodological and content-wise) at a daily base to ensure meeting stakeholders' needs and progress.	
Moderators' team is well coordinated and moderators support each other in conducting the stakeholder dialogue event.	
Moderator assumes a facilitating role and acts as a flexible dialogue coach managing the process according to dynamics and agreed upon goal emphasising solution-seeking.	
He/she shows energy and enthusiasm for the topics being covered.	
Moderator is neutral and objective and conducts the stakeholder dialogue event in an impartial and constructive manner.	
Moderator finds a way of adequately involving each stakeholder.	
Moderator foster cooperation and communication among stakeholders and transferability of jointly identified solutions.	
Moderator acknowledges and respects each individual stakeholder and ensures that all stakeholders show mutual respect.	
Moderator encourages development of trust and safety. Stakeholders feel free and comfortable in the group.	
Moderator has a punctual and good time-management. He/ she sets the stakeholder dialogue event sessions for a reasonable time and observe carefully the dates and times allocated for activities.	
Moderator manages conflicts with sensitivity, if any.	
Comments:	

Enabling logistics

Moderator provides instructions for selection of adequate venue (arrangements and setting i.e. natural light, fresh air, break-out rooms, enough space) and equipment and materials needed for the stakeholder dialogue event (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:	
Inclusive participation	
Moderator acts in a gender sensitive manner.	
Moderator respects all individual potentials and abilities.	
Moderator provides equal opportunities to all stakeholders.	
Moderator acts in line with good government principles.	
He/she provides examples and explains the benefits and importance of improvement of cooperation and partnership between LGUs and/or PUCs related to the topics and learning objectives of the stakeholder dialogue event, if applicable.	
Comments:	
Reflective evaluation	
Moderator prepares/ensures that the standardised RCDN stakeholder dialogue evaluation sheet is adapted to the specific learning objectives of the stakeholder dialogue event and for individual evaluation of each moderators' performance.	
He/she ensures that all stakeholders receive respective evaluation sheet and all evaluation sheets are answered and collected at the end of the stakeholder dialogue event.	
Comments:	
Recommendations for the moderator:	

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

Name and surname of the assessor _____

Signature_____

RCDN
Stakeholder Dialogue Template N°14

Time Sheet for National Moderators

RCDN Time Sheet for National Moderators

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

Period

_____
(month)   (Year)

	Date/day	Activity no.	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**

Moderator

_____
(signature, date)

Reference person[1]

_____
(signature, date)

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

RCDN
Stakeholder Dialogue Template N°15

Stakeholder Dialogue Report Form

RCDN Stakeholder Dialogue Report Form

Regional Capacity Development Network (RCDN) for Water and Sanitation Services	
Stakeholder dialogue Title:	
Date of the particular stakeholder dialogue event:	
Venue:	Country, place
Moderators and Resource Persons:	Lead Moderator: _____ Co-Moderator(s): _____ Resource Person(s): _____
Participants:	Total number of participants: _____ Male: _____ Female: _____ LGU: _____ PUC: _____ Other: _____(please specify) LGA: _____ APUC: _____ PIT: _____
Overall learning objective of particular stakeholder dialogue event:	• Xx • xx
Specific learning objectives of particular stakeholder dialogue event:	• xx • xx • xx
Stakeholder dialogue materials:	List all available training materials, please.
Key topics of stakeholder dialogue and short description of stakeholder dialogue sessions:	Describe each day of stakeholder dialogue event by listing sessions and briefly describing the content of each session, please. **DAY I** **DAY II** **etc.**
Stakeholder Dialogue Outputs	
Overall impressions of the moderators about the stakeholder dialogue:	Summarise the overall impression about the stakeholder dialogue event, please.
Expectations of the participants:	Summarise the key expectations and interests of the participants and if they were met by the stakeholder dialogue event. If not, please explain corresponding reasons, please.
Overall impressions of the moderators about the participants	Summarise your impression on the group of participants, e.g. their competence up-grade, willingness to cooperate, openness to change contribution to solution-seeking and how they interacted during the stakeholder dialogue event, please.
Raised issues and challenges:	If you faced any challenges or anticipate some, please provide respective information here.

Inclusive participation:	Please provide a brief impression on the following questions: What was the gender composition of participants as well as moderators and resource person/s, if any? Were all relevant stakeholders considered? Could different interest be balanced? How gender sensitive where the case studies etc. presented, if any?
Lessons Learnt and Follow-up	
Key findings/ lessons learnt:	Please summarise your key findings and lessons learnt from the stakeholder dialogue event, making reference to the check list for conduction of stakeholder dialogue as well as reflecting the check list for key factors for success.
Recommendations:	Please list recommendations that can support improving of stakeholder dialogue events in the future, and highlight topics for the next stakeholder dialogue event, if applicable.
Conclusions and Next Steps:	Please summarise your key conclusions and propose next steps referring to the follow-up of the stakeholder dialogue event.

Summary of Participants' Evaluation Results:

Brief qualitative summary – attach summary in Excel as Annex

Other Comments/Remarks:

List of Mandatory Annexes:
Annex 1: Completed Interest of Stakeholder Form by participants in electronic form
Annex 2: Synthesis of Interest of Stakeholder forms with Lessons Learnt and Recommendations
Annex 3: Final Stakeholder Dialogue Agenda
Annex 4: Final Stakeholder Dialogue Design
Annex 5: Final Stakeholder Dialogue Materials (PPT, handouts) 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 Stakeholder Dialogue event (participants/process and training outputs)
Annex 10: Moderator's Performance Form (to be added by <Association(s)>)
Annex 11: Completed Stakeholder Dialogue Action Plan
Annex 12: Completed Check list for Conduction of Stakeholder Dialogue
Annex 13: Completed Check list for Key Factors for Success