

Terms of Reference for Trainers

Trainers for the Delivery of Training: Mastering Utility Benchmarking: Using UBP Platform for Optimal Performance

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 (RWCs). 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 RWCs plus one representative of Ministry of Economic Development and one representative of Ministry of Environment and Spatial Planning. SHUKOS is a coordinator between the Water Companies and Governmental Institutions, cooperates with the National and International Associations, Local and International Donors and it is a member of the IAWD / IWA and is also partner association of the Regional Capacity Development Network (RCDN).

The UBP HUB for Kosovo and Albania has been started since 2015 with support of IAWD through the DWP and continues to be successfully offered this program to water utilities participating in the UBP HUB for K&A. The National Associations in Kosovo and Albania (SHUKOS&SHUKALB) set up and operate with UBP program the SHUKOS-led operated by Hub to deliver the program to Water Utilities from Kosovo and Albania.

The project “*Regional Capacity Development Network (RCDN) for Water and Sanitation Services*” aims at increasing the effectiveness and efficiency of the Associations of Public Utilities (APUCs) and of Local Governments (LGAs) in the six Western Balkan countries, which contributes to better service provision for and by their members, ultimately allowing to deliver equitable, safely managed drinking water and sanitation services to the population, in line with international standards.

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.

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

- **Outcome 1:** (Stronger associations). APUCs and LGAs are capable to perform their organisational functions in line with their mandate.
- **Outcome 2:** (Adequate capacity development offer). APUCs and LGAs are capable of responding satisfactorily to the water sector-related capacity development needs and requests of their members.
- **Outcome 3:** (Policy dialogue led by associations). APUCs and LGAs are recognised by competent national agencies, able to establish strategic collaborations, and to facilitate policy dialogue in order to advocate for the interests of their members
- **Outcome 4:** (Regional services). Regional capacity development services address the needs and requests and add value to the capacity development offer of APUCs and LGAs.

The RCDN builds upon and integrates the existing CD activities, on national and as well as regional 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.

As a partner association in frame of the RCDN Project which supports establishment of a sustainable Regional CD Network, SHUKOS with support of the SHUKALB in its Annual Work Plan has foreseen to continue as a HUB with the Utility Benchmarking Program (UBP) and assists registered utilities in UBP HUB for K&A in identifying areas, where performance improvement is needed as a basis under which utilities can identify their capacity building needs.

UBP HUB for K&A would assist the utilities:

- (i) How to collect and manage utility performance information
- (ii) to analyse variables and KPI to address performance issues
- (iii) to improve the warnings notified by UBP platform
- (iv) to validate and archive the data
- (v) to identify performance gap and monitor performance improvement
- (vi) to compare and sharing experience on performance with other utilities

Consequent to this, SHUKOS is seeking a team of trainers consist of one Lead Trainer and one Co Trainer that will act as moderators too, based on the needs of association for organizing workshop activity. The team will be engaged to deliver the two-days training and 1 day workshop for utilities coordinator registered on UBP HUB for Kosovo & Albania.

Regards the above-mentioned fields of intervention, the team of trainers may propose new fields or to reduce those proposed by the association based on the analysis that will be conducted.

II. Aim of the Assignment

The **general objective** of this assignment is to **select a Lead Trainer and Co-o trainer from SHUKOS/ RCDN Pool of Trainers (PoT)¹, who will deliver the SHUKOS training on Mastering Utility Benchmarking: Using UBP Platform for Optimal Performance**, in line with the SHUKOS/ RCDN Quality Standards (Qs)² for Training Delivery.

The focus of the training is to improve the skills of hub coordinators on using and managing utility performance indicators based on UBP platform, as well as to increase the knowledge participants to use the UBP platform to generate very specific short analyses and reports comparison.

The targeted audience for the training will be **utilities coordinator for UBP HUB** from the Kosovo & Albania. It is envisaged the training to be held in Kosovo, on Aug-Sept 2024, with approximately 22 participants. Workshop is planned to be held on November as a pre-conference event of the BJC with approximately 22 participants.

¹ RCDN PoT stands for the National trainers trained under RCDN gToT.

² All RCDN training should be delivered in line with the RCDN Quality Standards (Qs) or the Association Qs, if aligned with the RCDN ones.

Preparation, tailored design and facilitation of the training will be based on the following documents, which will be provided to the selected trainers:

- 1) **SHUKOS /RCDN Qs for training delivery**, which will serve as a framework to the training preparation and facilitation. Note: RCDN trainers are introduced to and trained on how to use the RCDN Qs in context of the RCDN **Generic Training of trainers (gToT)**,
- 2) **Training materials**, which includes UBP database of variables and indicators in UBP platform.
- 3) **Utility Benchmarking Platform** editor user until the end of contract for training delivery.

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

III. Responsibilities and tasks of the RCDN Trainers

The training will be delivered by a team of trainers comprised of a Lead Trainer (LT) and Co-Trainer (CT). Interested trainers from the SHUKOS/SHUKALB PoT 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 SHUKOS/RCDN Qs on Training Delivery.

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

- 1) Training preparation,
- 2) Conducting of training and
- 3) Training reporting.
- 4) Workshop preparation, conducting and 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 and CT involved in the delivery of the RCDN training is obliged to:

1. Participate in the preparatory talks and consultations (orientation & coordination meetings) with SHUKOS;
2. Coordinate preparatory activities with the CT(s),
3. Request a resource person or persons (subject matter experts, practitioners and/or representatives of relevant national institutions), if applicable,
4. Refresh knowledge regarding SHUKOS/RCDN Qs for Training Delivery,³
5. Assist SHUKOS/ UBP HUB for K&A on the selection of training participants,
6. To design the training curriculum by Lead Trainer,
7. To prepare and perform the pre-assessment of the participants by Co-trainer',
8. To prepare training agenda and detailed training design by Lead Trainer jointly with Co-trainer

³ The participation in the generic ToT and specific ToT is highly recommended.

9. Review the existing materials and if needed suggest any changes and tailoring of the materials (depending on the specific needs of the participants' groups, including legal and institutional changes), in electronic form in the local language.

Deliverables of this set of activities:

- Prepared training curriculum ([Annex 1](#)),
- Prepared training pre-assessment form with SHUKOS suggestion ([Annex 2](#)),
- Completed pre-assessment synthesis report ([Annex 3](#)),
- Finalised agenda and detailed training design ([Annexes 4 and 5](#)),
- Collect and present UBP Draft Reports of 10 Water Utilities by Kosovo and Albania ([Annex 6](#)).
- Prepared different analysis using UBP Platform

Please, note that all logistic matters will be organised by SHUKOS. The trainer(s) 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 SHUKOS/RCDN training is obliged to:

1. Conduct the training, together with the selected CT(s)
2. Apply the training curriculum, agenda, design and facilitation techniques which are in line with in the SHUKOS/ RCDN Qs and requirements,
3. Use the provided training material as a basis for facilitation of the training.

Deliverables of this set of activities:

- Final Training Presentations
- Conducted training.

3) *Set of activities referring to training reporting*

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

1. Prepare a comprehensive training report, including all annexes.

Deliverables of this set of activities are:

- Prepared training report ([Template A attached to this ToR](#)), Including all annexes in the report template ([Annexes 1-7](#)).
- Submit Time sheet for Trainers ([Template B attached to this ToR](#)).

4) *Set of activities referring to workshop preparation, conducting and reporting*

As a part of this set of activities, the Team of trainers acting as a Moderator and Co Moderator involved in the delivery of the UBP workshop for UBP HUB for Kosovo & Albania is obliged to:

1. Participate in the preparatory talks and consultations (orientation & coordination meetings) with the SHUKOS UBP HUB Coordinator for K&A,
2. To prepare training agenda and detailed training design by LM and CM
3. LM and CM will conduct the workshop
4. LM and CM Apply the workshop agenda, design and facilitation techniques which are in line with in the SHUKOS/ RCDN Qs and requirements,
5. LM will Prepare a comprehensive workshop report, including all annexes

Deliverables of this set of activities are:

- Prepared training pre-assessment form with SHUKOS
- Finalised agenda and detailed workshop design
- Prepared workshop presentation
- Conducted the workshop
- Collect and present UBP Final Reports of 10 Water Utilities by Kosovo and Albania.
- Prepared different analysis using UBP Platform
- Prepared workshop Report (**Template A attached to this ToR**), Including all annexes in the report template (*Annexes 1-7*).
- Submit Time sheet for Moderators (**Template B attached to this ToR**).

Please, note that all logistic matters will be organised by the SHUKOS-UBP HUB for K&A. The Moderato(s) will be duly informed about all logistic details and will be asked to provide input, as necessary.

IV. Expert Days

The following planned days for the entire assignment are up to **11 working days** for Lead Trainer / Lead Moderator and **5 working days** Co Trainer / Co Moderator.

The LT is expected to provide a proposal for agenda and detailed financial offer including the CT

Costs for travel and accommodation related to the training and workshop will be reimbursed/covered by the SHUKOS UBP HUB for K&A based on the Contract. The contract between the SHUKOS UBP HUB for K&A and each selected trainer will be signed separately, under the laws of the Republic of Kosovo & Albania

V. Trainers' Profile

- The SHUKOS/RCDN trainer is highly experienced, with hands-on knowledge of 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 Water Supply and Wastewater.
- The lead trainer and co trainer should possess the following competencies:
 - **Sector competence:** Experience in functioning of PUC, with particular experience in or related to:
 - Performance improvement of PUCs in Water Supply and Wastewater sector, and/or

- Efficient utility and/or infrastructure management, and/or
- CD with focus on training and other HCD formats (e.g., peer exchange, peer learning, etc.);
- Experience in preparation, using and implementation of UBP platform is considered as an asset, and
- Working experience in the context of Benchmarking tools will also be considered as an asset.

The 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 template⁴ 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 curriculum development and design of training measures; and
 - Delivery of training measures and other competence development measures.

The SHUKOS/RCDN trainer should demonstrate that she/he has delivered at least 3 trainings to PUC participants (proved with corresponding references), and that she/he is competent to apply SHUKOS/RCDN QSs 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 Albanian and English. Ability to conduct trainings in English is an asset.
- **IT skills:** Experience on using the EBC and UBP platforma.
- The SHUKOS/RCDN trainer should have a University Degree in an area relevant to the improvement of Water Supply and Wastewater sector in PUCs (e.g. social sciences, public administration, business administration, Water Supply and Wastewater engineering and management).
- Other: Promptness, high flexibility, ability to work under tight deadlines, readiness to travel.

VI. Proposal

In order to be considered for this assignment the LT /LM is asked to submit a proposal, including the proposal of the CT(s) **by 12/08/2024**. The proposal has to be submitted in the Albanian language **by e-mail, at info@shukos.org, nadire.vitija@shukos.org** and shall contain the following sections:

- CVs of the proposed Lead Trainer and/or Co-Trainers,
- Exceptional knowledge and understanding of SHUKOS/RCDN QSs,
- Financial offer shall contain the total budget for executing of the training including: (i) proposed number of day and daily rate per activity, per person (lead trainer, co trainer, resource person, etc.), (ii) travel and (iii) accommodation costs. The prices should be stated in EUR (gross amount) and

⁴ <http://europass.cedefop.europa.eu/documents/curriculum-vitae/templates-instructions>

- Proposed methodology and respective agenda, if applicable⁵.

VII. Evaluation Criteria and Scoring

The proposals will be evaluated based on the following criteria:

- 35% Trainers' Profile: Trainers' expertise and experience for fulfilling the tasks under this ToR;
- 35% Proposal: Curriculum and Agenda, and
- 30% Financial Offer.

VIII. Reference Person

The reference person for this assignment is the SHUKOS's Executive Director, Abdullah Derguti,

Email address: abdullah.derguti@shukos.org, erdonita.humolli@shukos.org and nadire.vitija@shukos.org.

IX. Modification of Terms

UBP HUB for Kosovo & Albania reserves the right to modify the terms of the ToR at any time at its sole discretion.

X. Acceptance and Rejection of Proposals

UBP HUB for Kosovo & Albania may not necessarily accept the lowest priced proposal or any proposal. At its sole discretion UBP HUB for Kosovo & Albania 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. UBP HUB for Kosovo & Albania/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 trainers who have responded. UBP HUB for Kosovo & Albania 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.

XI. 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 SHUKOS&SHUKALB/UBP HUB for Kosovo & Albania and 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&SHUKALB.

XII. Reporting

The training/workshop report, including all annexes should be submitted, not later than 10 working days after the realisation of the activities, by the LT. The RCDN Training Report ([Template A attached to the ToR](#)) and [annexes \(1-7\)](#) are to be used as provided to the ToR.

⁵ This is applicable for new trainings and other specific needs.

XIII. Terms and Payment

The LT/LM and CT/CM and resource person(s), if any, will be hired under separate Individual Contracts (IC) each, signed by the UBP HUB for Kosovo & Albania and will be paid upon submission and approval of the deliverables listed above. The LT/LM and CT/CM and resource person(s), if any, shall provide the IC timesheets (by using the RCDN timesheet [Template B attached 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, including travel and accommodation cost, if any (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.

XIV. Performance indicators and Evaluation of work

The indicators reflecting the LT/LM and the CT/CM performance are: Timely presentation of results and outputs, quality of training realisation and facilitation in line with RCDN Qs for Training Delivery, participants' evaluation results and quality of the reports to be provided to the reference person of this assignment (namely SHUKOS's Abdullah Derguti, Erdonita Humolli or Nadire Vitija). The trainers' performance will be evaluated by the UBP HUB for K&A following the realisation of the training.

Templates and annexes:

Template A: Training Report including:

Annex 1: Training Curriculum

Annex 2: Pre-assessment synthesis report

Annex 3: Final agenda

Annex 4: Final detailed design

Annex 5: Final materials (PPT, handouts etc.)

Annex 6: Summary of participants' evaluations in excel format

Annex 7: Photo documentation from the training (participants/process and training findings)

Template B: Time sheet for Trainers