

Terms of Reference

Trainer and Expert for the Enhancement of SHUKOS Training Centre and Capacity Development Activities

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 serves as a coordinator between the Water Companies and Governmental Institutions and cooperates with both 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 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 (CD) 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 within the framework of the RCDN+ project, which supports APUCs and LGAs to increase the capacity of the association and improve its organizational and capacity development functions, SHUKOS is looking for the experienced trainer and expert that can work closely with the SHUKOS staff on enhancement of its Training Centre and CD activities.

With the development of the SHUKOS Training Manual and the definition of Quality Standards (Qs) for the training's delivery, SHUKOS need to update the existing training curriculum to increase the knowledge and skills of the identified local trainers. Based on the updated training curriculum, the Generic Training of Trainers (GTOT) will be delivered. Additionally, Quality Assurance during training delivery will be implemented. To further strengthen the SHUKOS Training Centre, procedures will be established for the recruiting trainers and moderators, maintaining Pool of Trainers (PoT), and managing their engagement.

II. Aim of the Assignment

The **general objective** of this assignment is to **select trainer and expert from the SHUKOS/RCDN Pool of Trainers (PoT)**¹ who will (i) jointly deliver the GTOT in Kosovo (once per year in 2024 and 2025), in line with the SHUKOS/RCDN Quality Standards (Qs)² for Training Delivery, (ii) support SHUKOS in ensuring Quality Assurance during that period and (iii) work on drafting the Training Center and PoT Procedures of SHUKOS.

The GTOT aims to increase knowledge, skills and tools for implementing SHUKOS Qs and adult learning methodologies. The targeted audience is SHUKOS PoT from the Kosovo, with approximately 20 participants. The selected trainer will also be responsible for Quality Assurance based on SHUKOS and RCDN QS for at least 3 trainings that will be offered by SHUKOS during the 2024 and 2025. Additionally, Training Center and PoT procedures will be developed by the expert and implemented by SHUKOS.

Preparation, tailored design and facilitation of the GTOT, the Quality Assurance and the development of the Training Centre and PoT procedures, will be based on the following documents, which will be provided to the selected trainer and expert:

- 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 (GTOT),
- 2) **SHUKOS Training Manual** for Training Delivery
- 3) **Training materials**, which will include all relevant materials on the selected topic, including the training manual for conducting the training
- 4) **VSA Training Procedures and Practices**
- 5) **Existing Procedures and Practices developed at the regional level through RCDN**

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

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.

III. Responsibilities and tasks of the Trainer and Expert

The foreseen activity within this ToR will be delivered by a tandem comprised of a Trainer and Expert, who will act as a team. Interested trainers and experts from the SHUKOS PoT are encouraged to form the tandem. The trainer and expert should ensure that both have the necessary expertise and adequate facilitation skills, including the knowledge of adult training techniques and the SHUKOS/RCDN Qs on Training Delivery and related to the other activities foreseen in this ToR. According its specific aim, the assignment consists of five sets of activities:

- 1) GToT preparation
- 2) GToT conduction
- 3) GToT reporting
- 4) Quality Assurance
- 5) Training Center and PoT Procedures

Note: The tandem should be engaged for the set of activities 1, 2, and 3. For activity 4, only one trainer is foreseen, while the expert is planned for activity 5.

The responsibilities and tasks of the trainer and expert are described below. The trainer and expert 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 GToT preparation

As a part of this set of activities, the trainers are obliged to:

1. Participate in the preparatory talks and consultations (orientation & coordination meetings) with the SHUKOS,
2. Coordinate preparatory activities between the tandem and SHUKOS(s),
3. Refresh your knowledge regarding SHUKOS/RCDN Qs for Training Delivery,
4. Update the existing training curriculum,
5. Assist SHUKOS on the selection of training participants,
6. Prepare and perform the pre-assessment of the participants',
7. Prepare training agenda and detailed training design,
8. 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:

- Updated training curriculum ([Annex 1](#)),
- Completed pre-assessment synthesis report ([Annex 2](#)),
- Finalised agenda and detailed training design ([Annexes 3 and 4](#)),
- Updated and/or modified training materials, based on the identified needs in electronic form ([Annex 5](#)).

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

2) Set of activities referring to GToT conduction

As a part of this set of activities, the trainers are obliged to:

1. Conduct the GToT, as a tandem
2. Apply the training curriculum, agenda, design and facilitation techniques which are in line with the SHUKOS /RCDN Qs and requirements
3. Use the provided SHUKOS and RCDN training manual as a basis for facilitation of the training

Deliverables of this set of activities:

- Conducted GToT.

3) Set of activities referring to GToT reporting

As a part of this set of activities, the trainers are obliged to:

1. Prepare a comprehensive training report in Albanian and English, 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](#)).

4) Set of activities referring to Quality Assurance

As a part of this set of activities, the trainer is obliged to:

1. Adjust the Qs templates in Albanian language
2. Assist SHUKOS in Quality Assurance for at least 3 trainings
3. Prepare of a report on feedback and recommendation for improvement Training Center and PoTs in the future

Deliverables of this set of activities are:

- Adjusted Qs templates in Albanian
- For at least 3 trainings:
 - Set of final deliverables by Trainers, as defined in their standardised ToR
 - Set of final deliverables by Association, as defined in the Qs
- Report for improvement of Training Center with specific recommendations on:
 - associations in the process of CD design and delivery
 - future improvement of associations' PoT, and
 - individual associations' trainers for continuous improvement in subsequent CD deliveries

5) Set of activities referring to Training Center and PoT Procedures

As a part of this set of activities, the expert is obliged to:

- Develop strategy (concept) for the Training Center

- Develop Training Needs Assessment (TNA) report
- Develop the PoT Procedures and Database
- Design the promotion plan of SHUKOS CD offer

Deliverables of this set of activities are:

- SHUKOS Training Center Strategy (concept) including:
 - a) Purpose and Objectives
 - b) Target group
 - c) Organizational Structure of the Training Center, including details on the mandate, roles and responsibilities
 - d) Training processes: (i) from TNA to sustainable CD offer i.e., a description of the full process, including financing aspects and PoT engagement, (ii) curriculums overview, (iii) training formats, (iv) assessment and evaluation of the participants and its importance and benefits, (v) Quality Assurance system etc
 - e) Training Sustainability, a strategy for long-term operation and impact
- TNA:
 - a) TNA report
- PoT procedures and database in line with the Training Strategy (concept)
 - a) Profile and criteria on lead & co-trainer/lead & co-moderator/resource person etc., external vs. internal trainers/co-trainers/moderators/resource persons and engagement modules
 - b) Engagement Specification Template, for definition how trainers are engaged according to prioritized CD measures
 - c) Approval Template, for obtaining written consent from employers for trainers
 - d) Call for PoT Applicants Template
 - e) PoT Database Design, with defined data input and purpose
- Design the Promotional Plan of SHUKOS CD offer
 - a) Update the catalogue services of SHUKOS
 - b) Design the Appendixes (Trainings Leaflets) of Promotional Plan

IV. Trainer and Expert Days

The Trainer and Expert are expected to provide a proposal for work plan for the overall assignment and detailed financial offer.

Costs for 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 and expert will be signed separately, under the laws of the Republic of Kosovo.

V. Trainers and Expert' Profile

- The SHUKOS / RCDN trainer and expert are 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 Water Supply and Wastewater.
- The trainer should possess the following competencies:

- **Sector competence:** Experience in functioning of PUC, with particular experience in or related to:
 - Performance improvement of LGU/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 and implementation of generic training of trainers is considered as an asset, and
 - Working experience in the context of capacity delivery activities with in SHUKOS will also be considered as an asset.

The SHUKOS/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 template³ 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 RCDN trainer should demonstrate that she/he has delivered at least 5 trainings to PUC participants (proved with corresponding references), and that she/he is competent to apply 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. Ability to conduct trainings in English is an asset

- The trainer and expert should have a University Degree in an area relevant to the improvement of Water Supply and Wastewater sector in LGAs and PUCs (e.g., social sciences, public administration, business administration, Water Supply and Wastewater engineering and management)

³ <http://europass.cedefop.europa.eu/documents/curriculum-vitae/templates-instructions>

- Participation in Master Training of Trainers and GToT is mandatory for at least for one of the trainers and/or experts.
- Other: Promptness, high flexibility, ability to work under tight deadlines, readiness to travel.

VI. Proposal

The Trainer and Expert is asked to submit a proposal **by 16/09/2024**. 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 Trainers
- Certificate of Master and GToT completion
- 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. (The prices should be stated in EUR (gross amount) and
- Work plan for the overall assignment

VII. 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
- 30% Proposal: work plan for the overall assignment
- 30% Financial Offer

VIII. Reference Person

The reference person for this assignment is the SHUKOS's RCDN+ Project Manager, Erdonita Humolli.
Email address: erdonita.humolli@shukos.org Project Manager.

IX. Modification of Terms

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

X. Acceptance and Rejection of Proposals

SHUKOS may not necessarily accept the lowest priced proposal or any proposal. At its sole discretion, SHUKOS reserve 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 trainer and expert who have responded. SHUKOS reserve 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 trainer and expert and used for the purposes of preparation, realisation and facilitation of the training, as well as reporting, remain the property of the SHUKOS and RCDN. The trainer and expert 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.

XII. Reporting

The training report, including all annexes should be submitted, not later than 10 working days after the realisation of the training, by trainer and expert. The RCDN Training Report (**Template A attached to the ToR**) and *annexes (1-7)* are to be used as provided to the ToR.

XIII. Terms and Payment

The trainer and expert 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 trainer and expert, 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 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 trainer and expert performance is: Timely presentation of results and outputs, quality of training realisation and facilitation in line with SHUKOS/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 Project Manager). The trainers' performance will be evaluated by the SHUKOS 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