

RCDN

Integrated Asset Management Capacity Building Program as part of International Development Projects

Terms of Reference for National Trainers

RCDN Terms of Reference for National Trainers

Trainers for the Delivery of National Training: Integrated Asset Management Capacity Building Program as part of International Development Projects

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.

From the very start, priority is set on mobilizing potentials as well as existing initiatives or good practices in the countries of implementation which could be used as an opportunity for the swift improvement of the CD offer through up-scaling, complementing, partnering-up, etc. As a result, eight first CD measures (Quick Wins) have been identified and developed by the Local Government Associations (LGAs) or Associations of Public Utility Companies (APUCs) - (hereinafter Associations) for implementation in 2018.

The LGA or APUC (Associations) within the Quick Win 3 “Organisation of pilot trainings with PUCs and LGUs - SEEAM” will organise delivery of 2 events one day training in **“Integrated Asset Management Capacity Building Program as part of International Development Projects”**.

II. Aim of the Assignment

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

The focus of the training is on Participants recognition for the need and benefits of effective IAM of WSS infrastructure and identify how to plan and implement key IAM activities at the LGU level. The targeted audience for the training will be LGU decision makers (mayors, speakers, councilors), Staff of LGU departments responsible for communal affairs (water services), PUC top and middle management, Line ministries, regulators, RCDN Focal Points from LGAs and APUCs and other relevant staff, Staff of LGU departments responsible for communal affairs from the Kosovo representatives from Water Service Regulatory Authority (WSRA), Inter Ministerial Water Council (IMWC), Tax Administration of Kosovo (TAK), National Audit Office (NAO). It is envisaged the training to be held online through Zoom Platforma with approximately 47 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: **Integrated Asset Management Capacity Building Program as part of International Development Projects**, aiming Participants recognition for the need and benefits of effective IAM of WSS infrastructure and identify how to plan and implement key IAM activities at the LGU level,
- 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 engaged people for development on this activity (LT,CT,RP):

- 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** Introductory Integrated Asset Management Capacity Development Delivery, including the necessary guidance for conducting the training and using the relevant training materials.

The respective documents will be provided to the engaged people for development on this activity (LT,CT,RP): 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 two Co-Trainer (CT) and two Resource Persons (RP). 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, CT and RP. 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) and RP(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. 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,
6. 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),
7. Together with second CT and second RP prepare training Agenda and detailed training design using the RCDN standardised templates,
8. Together with first CT and first RP prepare materials for participants for printing (in electronic form) in the local language and in the standardised RCDN format (e.g. RCDN memo, RCDN PPT),
9. Together with second CT conduct the Pre-assessment Synthesis Form
10. Prepare the Final Report of the activity together with CT(s) and RP(s)

As a part of this set of activities, the first CT 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 LT, second CT and RP(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. Review and improve the pre-assessment sheet for delivery to participants;
6. Together with first RP assist LT to prepare materials for participants for printing (in electronic form) in the local language and in the standardised RCDN format (e.g. RCDN memo, RCDN PPT),

As a part of this set of activities, the second CT 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 LT, first CT and RP(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. Together with second RP assist LT to prepare training Agenda and detailed training design using the RCDN standardised templates,
6. Assist LM on conduct the Pre-assessment Synthesis Form;

As a part of this set of activities, the first RP 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 LT, CT(s) and second RP;
3. Together with first CT assist LT to prepare materials for participants for printing (in electronic form) in the local language and in the standardised RCDN format (e.g. RCDN memo, RCDN PPT);
4. Prepare the practical exercise for participants of the day 1;

As a part of this set of activities, the second RP 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 LT, CT(s) and first RP;
3. Together with second CT assist LT to prepare training Agenda and detailed training design using the RCDN standardised templates,
4. Prepare the practical exercise for participants of the day 2;

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.
- Prepared practical exercise for participants at the training.

Please, note that all logistic matters will be organised by SHUKOS. The LT, CT and RP 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) and RP(s), on the following training topic:
 - **Integrated Asset Management Capacity Building Program as part of International Development Projects,**
 - Aiming at Participants recognition for the need and benefits of effective IAM of WSS infrastructure and identify how to plan and implement key IAM activities at the LGU level, and
 - Considering the following key topics **Technical Aspect of IAM and Financial Aspect of IAM .**
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.

As a part of this set of activities, the CT(s) involved in the delivery of the RCDN trainings are obliged to:

1. Assists all the time on conducting the training, together with the selected RP(s), on the following training topic:
 - **Integrated Asset Management Capacity Building Program as part of International Development Projects,**
 - Aiming at Participants recognition for the need and benefits of effective IAM of WSS infrastructure and identify how to plan and implement key IAM activities at the LGU level, and
 - Considering the following key topics **Technical Aspect of IAM and Financial Aspect of IAM.**
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.

As a part of this set of activities, the RP(s) involved in the delivery of the RCDN trainings are obliged to:

1. Assists all the time on conducting the training, together with the selected RP(s), on the following training topic:
 - **Integrated Asset Management Capacity Building Program as part of International Development Projects,**
 - Aiming at Participants recognition for the need and benefits of effective IAM of WSS infrastructure and identify how to plan and implement key IAM activities at the LGU level, and
 - Considering the following key topics **Technical Aspect of IAM and Financial Aspect of IAM.**
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. Present the practical examples to the participants;
4. Organize the practical exercise with participants.

Deliverables of this set of activities:

- Conduct the training in **Integrated Asset Management Capacity Building Program as part of International Development Projects.**
- Conduct the practical exercise for the participants on the training

3) Set of activities referring to training reporting

As a part of this set of activities, the LT, CTs and RPs are 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 and RPs.

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?
29/01/2021 (1 day)	Signature of contract with the SHUKOS /	SHUKOS.LT, CT(s), RP(s)
29/01/2021 (1 day)	Orientation meeting with LT, CTs, RPs and Association's representatives and additional consultations, as needed	SHUKOS.LT, CT(s), RP(s)
29.01.2021 – 02.02/2021 (4 days)	Desk research and study of relevant documents	LT, CT,
02.02.2021 – 06.02.2021 (4 days)	Pre-assess participants' background, skills, knowledge and needs and prepare report on the pre-assessment results	LT, 2nd CM
06.02.2021 – 09.02.2021 (3days)	Review and adjust the training materials, based on the pre-assessment and other relevant input (if applicable)	LT, 1st CT and 1st RP,
09.02.2021 (deadline date)	Prepare final version of materials for participants in electronic form	LT, 1st CT and 1st RP,
09.02.2021 (deadline date)	Submit materials to the <SHUKOS> for printing	LT
12.02.2021 and 15.02.2021 (number of training days)	Conduct the training in Integrated Asset Management Capacity Building Program as part of International Development Projects	LT, CTs, RP(s)
15-22/02/2021 (1 week)	Prepare the training report with annexes	LT, with contribution of CTs & RPs
23/02/2021 (deadline date)	Submit the training report with annexes to SHUKOS	LT
23/11/2021 (1 day)	Take part in the feedback session with SHUKOS	LT, CTs, RPs SHUKOS

V. Expert Days

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

2-day training	preparation	conducting	reporting	working days (up-to)
Lead trainer	3	2	1	6
Co-trainer	1.5	2	0.5	4
Co-trainer	1.5	2	0.5	4
Resource person	0.5	1	0.5	2
Resource person	0.5	1	0.5	2

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 Kosovo.

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;

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

- Didactic and pedagogical knowledge, with focus on adult-oriented learning approach;
- Training concept 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 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. Resource Person Profile

- The RCDN RP 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 one specific area related to WSS.
- The Resource Person 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
 - Working experience with Integrated Asset Management Program

The Resource Person should demonstrate professional experience of at least 2 years in Integrated Asset Management Project (presented in her/his' Curriculum Vitae (CV) in EU template² 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;
 - Delivery of training measures and other competence development measures.

The Resource Person should demonstrate that she/he has assist at least 4 trainings to LGU/PUC participants (proved with corresponding references).

² <http://europass.cedefop.europa.eu/documents/curriculum-vitae/templates-instructions>

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.

VIII. Proposal

The LT is asked to submit a proposal, including the proposal of the CT(s) and the resource person(s) **by 28/01/2021**. 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 Trainer, Co-Trainers and RP,
- Certificate of RCDN Generic ToT completion,
- Reference for relevant assignments, presented in the CV,
- Proposal for Agenda for two days training on Integrated Asset Management Capacity Building Program as part of International Development Projects aiming at Participants recognition for the need and benefits of effective IAM of WSS infrastructure and identify how to plan and implement key IAM activities at the LGU level, and with focus on the topics: **Technical Aspect of IAM and Financial Aspect of IAM** , appropriately tailored for LGU decision makers (mayors, speakers, councilors), Staff of LGU departments responsible for communal affairs (water services), PUC top and middle management, Line ministries, regulators, RCDN Focal Points from LGAs and APUCs and other relevant staff, Staff of LGU departments responsible for communal affairs .
- Proposed expert days for each activity and each involved trainer(s) and resource person(s)
- 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).

IX. 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.

X. Reference Person

The reference person for this assignment is the SHUKOS's Focal Point, Nadire Vitija.

Email address: nadire.vitija@shukos.org / nadirevitija3@gmail.com

XI. Modification of Terms

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

XII. 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 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. SHUKOS reserves the right to accept the proposed offer in total or in part, to reject any or all offers, to waive any minor informalities, irregularities, or technicalities, and to accept the offer deemed most favourable to the association and the RCDN.

XIII. 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.

XIV. 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.

XV. 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), 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.

XVI. 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 Focal Point, Nadire Vitija. The trainers' performance will be evaluated by 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.

XVII. 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 and RCDN PIT.

List of Annexes:

Annex 1: Training Report Format

Annex 2: Time Sheet for Trainers

Annex 3: Trainer's Performance Assessment Form