



TERMS OF REFERENCE (TOR)

DEVELOPMENT AND DELIVERY OF TRAINING PROGRAMS

CIVIL SOCIETY SUSTAINABILITY PROJECT (CSSP) BOSNIA AND HERZEGOVINA

March 2014



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Title of the Assignment:	Development and delivery of two training programs: Training Workshop 1: Stakeholder Management – Building and maintaining constructive stakeholder relationships Training workshop 2: Building and strengthening effective cross-sectoral networks
For:	Civil Society Sustainability Project (CSSP)
Funded by:	United States Agency for International Development (USAID)
Contracting Entity/ Organizer:	Centers for Civic Initiatives (CCI)
TOR Issue Date:	March 5, 2014
Proposals Due:	March 19, 2014 by 17:00
Place of Performance:	Bosnia and Herzegovina (BIH)
Due Station:	Sarajevo, capital of BIH

BACKGROUND OF THE ASSIGNMENT

Centers for Civic Initiatives (CCI) and Center for Civil Society Promotion (CCSP) are implementing 5-year „Civil Society Sustainability Project - CSSP” (2013-2018), supported by United States Agency for International Development (USAID).

The main goal of the project is to strengthen and sustain the capacity of civil society in Bosnia and Herzegovina to influence and oversee development and implementation of government policy-making processes, with the broader goal of increasing its long-term sustainability. The main hypothesis of the project is that only strong and effective civil society that advocates for issues relevant to broader constituencies will lead towards increased civic engagement in decision-making processes.

The CSSP will assist selected 10-12 core CSO partners to: 1) partner with a wide array of stakeholders from business, government, media sectors; 2) strengthen their internal capacities and organizational structures to ensure sustainability and financial viability; and 3) increase engagement in policy development and government monitoring and oversight of key structural, political, social and economic reforms essential for EU integration.

The project will continue to monitor the work of elected officials and regularly inform the public on government efficiency. It will also advocate for more enabling legal and fiscal environment for civil society, on issues such as individual and corporate philanthropy, social entrepreneurship, CSO self-regulation mechanisms, and relations between CSOs and government. The program will help civil society more effectively influence and oversee development and implementation of government policy.



The CCSP will focus most of its activities on three areas, namely:

- Strengthening CSOs' legitimacy in order to those be true representatives of stakeholders rather than acting independently and without any real connection to the citizens,
- Strengthening CSOs' competence and professionalism in order to those be profiled as experts in their respective sectors and to earn the respect of the stakeholders and authorities with their own quality of work,
- Increasing the CSOs' impact on public sector policies as well as the impact on the CSOs' working conditions, so CSOs can be imposed as partners in the policy processes by the authorities, especially in oncoming negotiations with European Union (EU).

PURPOSE/OBJECTIVES OF THE ASSIGNMENT

Main purpose of present assignment is to contribute to the implementation of the Component 1 of the CCSP: „Creation of Partner Networks“ by delivering two 2-day advanced training workshops for the representative of 10-12 selected CSOs on the following topics:

Training Workshop 1: Stakeholder Management – Building and maintaining constructive stakeholder relationships

The overall goal of this training is to help participants learn how a civil society organization (CSO) can achieve its strategic objectives by interpreting and influencing both the external and internal environments and by creating positive relationships with a wide variety of stakeholders through the appropriate management of their expectations and agreed objectives.

Objectives of the training:

It is expected that at the end of this training participants will be able to:

- Better understand the essence of Stakeholder Management;
- Assess the importance of organizational relationships with a variety of stakeholders, both internal and external;
- Define stakeholder groups and recognize their impact on organisational strategies, performance and impact;
- Recognize and describe main steps in the stakeholder management cycle, including development of a stakeholder management plan;
- Understand and explain different strategies to manage stakeholder's relationships;
- Understand main challenges and best practices in the management of multi-stakeholder partnerships involving civil society, government, business and media actors.



Training Workshop 2: Building and strengthening effective cross-sectoral/partner/multi-stakeholder networks (hereinafter „Cross-Sectoral Networks“)

The overall goal of this training is to expose representatives of 10-12 CSSP core CSO partners to the process of instituting, maintaining and sustaining cross-sector (partner) networks. Training is intended to provide participants with new knowledge, skills and techniques to establish and sustain networks with a wide variety of individuals /organizations and other stakeholders from government, business and media sector in pursuit of a common advocacy goal and development agenda.

Objectives of the training:

It is expected that the knowledge and skills gained from this training will enable participants to:

- Understand the concept of cross-sector networking;
- Explain the potential benefits and advantages of cross-sector networks in planning and conducting advocacy campaigns;
- Identify key elements for building efficient formal and informal networks- Network organizational development;
- Facilitate process of building consensus about network's top priority advocacy issues;
- Master issues of accountability and shared governance; and
- Understand the dynamics of power relationship in cross-sector networks.

One of the training sessions of both trainings will cover the issues of transfer of knowledge and skills gained through the training in the course of subsequent CSSP implementation. It is expected that the product/output of these sessions will be individual participants' operational (action) plans for follow up activities.

SCOPE OF THE ASSIGNMENT

Potential candidates under this TOR could be nationally or internationally recognized independent trainers and specialized Consulting/training firms that could propose qualified trainers. The potential candidates should be experienced with proven record of experience in the field of the assignment and list of references of working with CSOs.

While proposals for development and delivery of both trainings are preferred, proposals for only one of them are also eligible under this TOR. Note that candidates wishing to submit a proposal for only one of the trainings should accordingly adapt this scope of work.



TRAINER DUTIES AND RESPONSIBILITIES:

It is foreseen that each of two trainings under present TOR will be delivered/facilitated by one qualified trainer. Language of the training will be one of the local B-H-S (Bosniak-Croatian-Serbian) languages or English (depending of the origin of trainers).

Under the overall guidance of the CSSP's CSO Capacity Building Manager, the potential duties and responsibilities of the trainer are as follows:

- Determining the most effective delivery methods and applicable training instruments for the trainees to achieve the training objectives and measurable outcomes, including appropriate training techniques (interactive lectures, brainstorming, group work, case studies, etc.);
- Develop a detailed training program for 2-day training - advanced level;
- Deliver training for 24 representatives of 10-12 selected core CSOs (each CSO will participate with 2 representatives).
- Prepare supportive training materials (training agenda, handouts, presentations, case-studies, reading materials etc.) to be used by participants during and after the training and published freely (as printed materials, web-sites etc.) by CSSP.
- Prepare and deliver a final report of training content and its results 5 (five) days after the completion of the training, including information on training delivery process, results achieved, participant evaluation, main conclusions and recommendations for future work. Part of this report will also be annexes containing the main products created by participants during the training.

KEY DELIVERABLES (for both trainings):

By the end of the assignment, the trainer should finalize and deliver to CSSP's CSO Capacity Building Manager:

- Training plan/program and agenda for 2-day advanced training program;
- Sessions outline for the training;
- Power point presentations and other training and learning materials to support workshop sessions;
- Successful delivery of two 2-day training workshop;
- Final report for the assignment undertaken.



PERIOD OF THE ASSIGNMENT

Illustrative dates for delivery of two training workshops are:

Training Workshop 1: Stakeholder Management – Week 21/26 April, 2014, and

Training Workshop 2: Building and strengthening effective cross-sectoral networks – Week 28 April/May 3, 2014.

Note that precise dates will be agreed with selected trainer(s) in accordance with the Operational Training Plan to be developed by CSO Capacity Building Manager. Total of 5 working days are available for each of two training workshops.

Level of efforts

#	Activity	Working days/per training
1.	Preparation of the training program (trainer's detailed agenda, agenda for the participants, handouts and other training and learning materials)	2
2.	Training delivery	2
3.	Final training report	1
	TOTAL	5

Trainer's engagement under this ToR will start immediately after the completion of the selection procedure, i.e. at latest after April 5, 2014. Termination of the assignment is planned for May 5, 2014.

TRAINER SKILLS AND QUALIFICATIONS

The selected trainer(s) will have the following expertise:

- University or higher degree in social sciences;
- Proven record of 8+ years' consultancy experience and list of references of working with civil society and CSO capacity building related issues; previous experience in Bosnia and Herzegovina and Western Balkans/ Southeastern Europe preferred, but at least experience in the Europe is required.
- Proven working record of at least 6 years in designing and delivering comprehensive training programs for CSOs, with a specific focus on governance, constituency building, communication, stakeholder management, building networks and coalitions, engagement with government institutions, advocacy, participation in policy development;
- Understanding of and experience with various forms of cross-sector networks;
- Experience in working with civil society, government and inter-governmental institutions;
- Experience in working with USAID and other international donors
- Very good facilitation, communication and presentation skills;
- Good understanding of the context in which CSOs operate in BiH;
- Excellent language and writing skills in English, fluency in local B-H-S language is an asset.



SUPERVISION AND QUALITY ASSURANCE

All activities under this TOR will be supervised by the CSSP's CSO Capacity Building Manager.

End-of-training evaluation will be carried out so as to assess the relevance, content, methodology, materials, trainer's performance, logistics of the training. The trainer(s) will compile the evaluation results and include them in the final training report.

TRAINER'S FEE/PAYMENT

Payments will be based on the number of proposed consultancy working days per training and in accordance with the agreed work plan.

The potential amount for one 2-day training should have a maximum value of (not to exceed) 4,400.00 \$. This amount covers 5 working day/per training and travel cost. Please note that accommodation and food for the trainer at duty station will be covered by organizer.

ASSURANCE OF CONFIDENTIALITY

All deliberations relating to this assignment, including all information collected from various meetings/documents shall be kept confidential and shall not be divulged to any third party either verbally or in writing or in any other form.

INTELLECTUAL PROPERTY RIGHTS

All documentation related to the assignment shall remain the sole and exclusive property of the CSSP

LOGISTICS AND SUPPORT

The CSSP Management and CSO Capacity Building Manager shall provide to the trainer(s) the necessary inputs and facilities, and make available relevant project data and reports. Selected trainer(s) will be:

- Provided with necessary information related to the CSSP program and trainees in order to prepare final training documents and learning materials;
- Provided with technical, administrative and logistical support (e.g., inviting and confirming trainees, ensuring a training location, copying training materials, facilitation of the meetings, processing evaluation forms ect.).



SUBMISSION REQUIREMENTS

Application set should consist of:

- Letter of intent and availability;
- Technical proposal for training methodology and program;
- Financial proposal with trainer's fee and travel costs;
- CV of the trainer;
- References from similar assignments would be appreciated

Candidates will be selected on the basis of comparison of record of experience in the field of the assignment and list of references of working with CSOs, and individual qualifications of trainer(s) (Curriculum Vitae and Experience).

CONTACTS FOR SUBMISSION AND DUE DATE

The e-copy of the proposal should be sent no later than Wednesday, **March 19, 2014**, by 17:00 (loc. time), to the following e-mail address milan.mrdja@cpcd.ba with the subject title :Trainer proposal RFP No.: 35-SA/2014 - Development and Delivery of Training Services.

Only selected trainer(s) and consulting firm(s) will be contacted. Applicants who have not heard from CSSP's CSO Capacity Building Manager should assume that their applications have not been successful.