

Development of System for Management of Cohesion Policy

Terms of Reference for Assignment of a Senior Non-Key Expert on Training of Trainers (ToT Programme) at Foundation Level

1. Background

This assignment is to be carried out within the framework of project “Development of System for Management of Cohesion Policy” financed by European Union under IPA, having as Project Partner and Main **Beneficiary** the **Ministry of European Integration**.

The Project started on 11 July 2019 and will last 66 months.

Contracting Authority for above-mentioned project is the **EU Delegation to the Republic of Serbia**.

Service Contractor is **GIZ Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH**.

The overall objective is to prepare the Serbian public administration for effective implementation of the EU Cohesion Policy in the Republic of Serbia. The purpose of the contract is to set up and enhance the capacities of all relevant stakeholders for timely and efficient preparation, implementation, monitoring and evaluation of programmes and projects supported by Structural Funds and Cohesion Fund.

The results to be achieved by the Contractor are as follows:

Result 1: Legal and institutional framework for implementation of EU Cohesion Policy in place.

Result 2: Relevant planning and programming documents for EU Cohesion Policy prepared.

Result 3: Capacities of institutions and bodies nominated for implementation of Cohesion Policy, as well as partners and potential beneficiaries at national and sub-national level, increased via Capacity Building programmes.

The assignment of the Senior Non-Key Expert on Training of Trainers shall be framed within the third project component focusing on Training of Trainers selected among EU funds practitioners within the public administration of Serbia.

The training will be conducted by following the training programme designed by the National Academy of Public Administration for certifying the Trainer of Trainers, **2024-02-2401**. The training will last 6 days focusing on adult learning and training design, communication and group design, evaluation and self-assessment. The training will be part of the wider training of trainers which will encompass, in addition to the issues mentioned here, the following topics related to Cohesion Policy:

- Programming EU Cohesion Policy 2021-2027 Goal 1 (basic and advanced module).
- Partnership within the EU Cohesion Policy framework: implementing the European Code of Conduct on Partnership in the Republic of Serbia
- Major Projects under IPA III Operational Programmes.
- Feasibility Studies and Economic Appraisal of investment projects under EU Cohesion Policy.
- Eligibility of Costs and Simplified Cost Options under IPA III Operational Programmes.
- Sustainability of EU funds interventions (IPA III and EU Cohesion Policy).

The trainee's participation will be evaluated based on a knowledge test, the training design and the training "simulation" (training delivery). Attendance of trainees is mandatory for the all duration of the training. Upon successful completion of the training, the participants will receive a certificate of successful completion of the Training of Trainers programme issued by **GIZ Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH**.

2. Approach

The Training of Trainers will take a practical approach to help participants familiarise themselves with their future tasks through training design and training simulations. Participants will have the opportunity to design trainings and conduct simulations on EU Cohesion Policy topics.

TRAINING OF TRAINERS AT FOUNDATION LEVEL

Day 1

Module 1: ADULT LEARNING AND TRAINING DESIGN

Principles of adult learning; Kolb's cycle; learning styles; motivation and barriers to adult learning; cycles of training phases; training design (design principles and elements; learning objectives and outcomes); time management; competences of a successful trainer (trainer competence framework). Beginning of individual work on the creation of a training design on a topic chosen by the participants.

Day 2

Module 2: COMMUNICATION AND GROUP DYNAMICS

Communication in adult education; active listening; feedback; public speaking; stage fright and methods for overcoming it; use of humour; group dynamics; anti-discrimination; coping strategies for disruptive behaviour in training.

Day 3

Module 2 (continuation): INTERACTIVE TRAINING - Part I

Types of interactive training activities; interactive methods and techniques. Practising interactive methods and techniques and preparing for simulations (finalising the training design and selecting a part of the session for the simulation).

Day 4

Module 3: INTERACTIVE TRAINING (Part II) - EVALUATION AND SELF-ASSESSMENT

Interactive methods and techniques II; visualisation and tools; facilitation; preparation of materials; organisation of the training space; specifics of coaching work in the online environment; co-

training; the importance of evaluation and self-evaluation of the training as a cycle of the training phase; formative and summative evaluation; self-evaluation of the coach's work.

Day 5

Module 3 (continuation): TRAINING SIMULATIONS

Continuation of preparation for the simulations (passing the knowledge test, which is a prerequisite for the simulation) and practising what has been learnt.

Day 6

Module 4: FORMS, METHODS AND TECHNIQUES OF PROGRAMME DELIVERY. TRAINING SIMULATIONS

Forms, methods and techniques of programme delivery. Conducting a selected part of the training programme for up to 10 minutes with feedback from trainees and trainers.

3. Description of assignment

The assignment is aimed at civil servants who have expertise in an area offered as part of the Professional Development Programme and contributes to the development of functional coaching skills, relationship coaching skills and personal coaching skills.

The aim of the ToT Programme is to train participants to independently plan and deliver interactive training. After completing the training programme, the participant should be able to:

- Design a training course effectively,
- Conduct a training course taking into account the principles and learning styles of adults,
- Apply interactive methods and techniques when working with adult learners,
- Motivate adult learners and help them remove barriers to learning,
- Apply active listening techniques and provide constructive feedback information,
- Apply appropriate strategies in situations where disruptive behaviour occurs,
- Anticipate the improvement of his/her work based on the results of evaluations and self-evaluations.

The Expert will work with a limited number of trainees guiding them to design and prepare training for civil servants, including a simulated delivery of the training with feedback from trainees and trainers.

The Expert will work under guidance by the Project Team Leader and shall prepare brief monthly reports which describe the work that was conducted, its results, and put forward recommendations that can be made to the Beneficiary from the Expert's perspective. Monthly reports prepared by using the Project template, will be submitted to the Team Leader.

4. Expert profile

SENIOR NON-KEY EXPERT ON TRAIN THE TRAINERS (TOT PROGRAMME) AT FOUNDATION LEVEL

Required Qualifications and Skills

University Degree in relevant subjects.
Fluency in both written and spoken English.
Advanced Computer literacy (MS Office including Excel, PowerPoint, Internet).
Very good organisational, coordination and reporting skills.

General Professional Experience

Min. 8 years relevant professional experience.
Professional trainer with working experience with public sector.

Specific Professional Experience

Proven experience in delivery of Train the Trainers Programmes.
At least one Programme delivered according to methodology established by the National Academy for Public Administration.
Proven experience in preparation of training manuals / guides.

Note: the recruited Expert is not a Civil Servant.

4. Location, duration, (provisional) start/end date

Location: the expert will be working in Belgrade, Serbia, at Project Office and other locations in Belgrade

Starting/ending date: November 2024/December 2024

Total number of working days: up to 10.

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Date: 22 October 2024