

## TERMS OF REFERENCES

### International and Local Experts

#### Training Needs Assessment and Design of an Outline of Training Curriculum on Integrated Water Resource Management in Kosovo

<b>Program Title:</b>	Integrated Water Resources Management in Kosovo (IWRM-K)
<b>Post Titles:</b>	1. International Water Education Expert & 2. Local Water Education Expert
<b>Duty Station(s):</b>	Home-based (for International Expert) Pristina and other locations in Kosovo (for Local Expert) <sup>1</sup>
<b>Duration of contract(s)</b>	1.5 months upon signing of contracts
<b>Estimated work-load:</b>	15 expert-days (for the International Expert) & 10 expert-days (for the Local Expert)
<b>Indicative start date:</b>	05 December 2020

### PROGRAM BACKGROUND

The Swiss-funded Integrated Water Resources Management in Kosovo (IWRM-K) Program<sup>2</sup> aims to build long-lasting water resources management capacities at national and river basin levels in line with Kosovo's socio-economic and political priorities, as well as the needs of future sustainable development. It aims to help replace the current fragmented approach with a more comprehensive and highly participatory approach of managing water resources at the river basin scale, aligned with the principles of IWRM and the EU WFD. Over the coming years, the IWRM-K will thus help to create the enabling environment for the envisaged transformation of Kosovo's water resources management through: (i) Support to the development of institutional capacity for IWRM; (ii) Preparation of a coherent planning and technical documentation base to inform future measures and water resource management decisions; (iii) Support to knowledge and skills development of (young) water professionals whilst facilitating relevant job creation; and (iv) Public awareness-raising on environmental issues and creating stakeholder participation mechanisms in water resources management.

In line with these strategic directions, the IWRM-K Program is designed to facilitate the adoption of a comprehensive country-level IWRM system by combining institutional and technical capacity development incorporated into a comprehensive set of interlinked measures. A significant share of Program-backed interventions is related to the **capacity building efforts, including knowledge and skills development of water professionals. Specifically, the Program is aiming to support state (water) administration, young (water) professionals, academics and researchers, CSOs/NGOs, and other stakeholders.** In implementing the educational activities, the IWRM-K Program benefits from the specialized knowledge and long-term experience of the World University Services (WUS) Austria.

One of the important educational activities to be supported by the Program is the development and implementation of an **introductory training course on IWRM** identified as a priority as part of an earlier Program-backed assessment process. The course will be ultimately designed to equip the state administration and different groups of water professionals dealing with specific aspects of water management, and current and future stakeholders<sup>3</sup> with cutting-edge

<sup>1</sup> Schedule of activities under this contract and the overall methodology of local expert need to be tailored in a way to adjust to the possible COVID-19-related restrictions with regard to face-to-face meetings with stakeholders. In event of limited possibility for direct meetings, the expert(s) will have to consider carrying out online consultations/workshops.

<sup>2</sup> The Program is funded by the Swiss Agency for Development and Cooperation (SDC) and is implemented by the Consortium of Skat Consulting Ltd. Switzerland and the Environment Agency Austria.

<sup>3</sup> For example, the diverse representatives of the stakeholder participation structures planned to be created with the support of the Program, as well as relevant CSO/NGO representatives.

knowledge on the IWRM principles, processes, and practices. Spreading this new knowledge among the state administration (e.g., civil servants), and other professionals is expected to catalyze the transformation of current water management into a modern water governance system able to bring forward the country's sustainability agenda.

**The IWRM training course aims at bringing trans-disciplinary knowledge among current and future water professionals in Kosovo (e.g., state administration, academic/research staff, young graduates and students), as well as various water stakeholder groups to be 'incorporated' in the country's future IWRM system. Considering the diverse target audience in terms of background and previous knowledge on water-related issues, the course design shall consider different levels (e.g., beginners and advanced). As a key principle, the course has to be solution-oriented based on a comprehensive root cause analysis. It shall also consider different crosscutting social, economic and cultural aspects of IWRM (e.g., gender mainstreaming, social inclusion, political processes).**

### ASSIGNMENT BACKGROUND

So far, water resource management-related training in Kosovo has been implemented mainly on an ad-hoc basis and not in an integrated/institutionalized manner. Therefore, to bring about a sustainable capacity building offer in water resource management, the IWRM-K Program entered into a partnership<sup>4</sup> with the Kosovo Institute for Public Administration (KIPA). KIPA's mandate, in general, is to implement capacity-building measures through training, seminars, conferences and workshops for all civil service and public administration, following training needs assessment, often in close cooperation with local and international institutions/projects.

The MoU defines the cooperation framework and share of responsibilities between the parties in the joint efforts to develop and implement the introductory training course on IWRM targeting Kosovo's relevant state administration/civil servants and other (water) professionals. Based on the MoU, among others, the IWRM-K shall provide external expertise (international and national) for: a) **carrying out a training needs assessment (TNA)** and b) **developing the outline of the training curriculum/Terms of References for the IWRM course following the findings from the TNA**<sup>5</sup>. The KIPA will provide the necessary platform for institutionalizing and carrying out the course, and ensuring its long-term sustainability and relevance.

The IWRM-K Program will carry out this specific assignment through **international and local water education/IWRM experts** to be hired through separate contracting procedures and brought to cooperate under the guidance of the relevant staff of the Pristina-based Program Facilitation Unit (PFU) and the experts from WUS.

### SCOPE OF WORK

The overall objective of the assignment is to assess the skills, and knowledge development needs among Kosovo's water stakeholders based on which the IWRM training course will be designed. Specifically, the assignment shall ensure a tailor-made, demand-driven development of training in line with the integrated water resource management principles, practices and processes.

The assignment shall **produce a full-fledged TNA Report** that includes an outline of the training curriculum, the related capacity building activities and their proposed duration, and a brief description of the content of teaching material, modality of delivery (e.g., video lectures, self-paced course, ex-cathedra classes or combination of those based on stakeholders' learning styles and preferences).

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<sup>4</sup> A Memorandum of Understanding defining the cooperation arrangements was recently signed between KIPA and the IWRM-K Program.

<sup>5</sup> These will be used to organize subsequent procedures for contracting an organization (company, institution, NGO) to design the training course along with the necessary teaching material.

## DUTIES AND RESPONSIBILITIES

The specific duties and responsibilities under this combined consultancy comprise the following:

- Review of relevant available Program documentation (e.g., Skills and Educational Aspects of IWRM Implementation – Assessment Report<sup>6</sup>);
- Get acquainted with the water management approaches, practices and customs in the country upon which the new IWRM knowledge and skills need to be built;
- Prepare and agree on the overall concept of work and methodology with the IWRM-K Program and the KIPA officials;
- Conduct desk research of existing relevant regulation, strategic documents, EU-based legislation<sup>7</sup>, and water resource management best practices;
- Conduct research on relevant past and existing educational/capacity-building activities in the water sector and assess the achieved results, their application and sustainability. For this purpose, analyze existing documentation (training material, reports) and carry out interviews with the key water stakeholders (e.g., the Ministry of Economy and Environment – MEE), young water professionals, academic staff, policy-makers, students, etc.) on their perspectives on strengths, weaknesses, desired skills and capacity gaps;
- For the needs of the TNA, carry out a survey based on a questionnaire (to facilitate a self-reflection on current knowledge gaps, capacity development needs, and learning styles/preferences<sup>8</sup>). NOTE: while the questionnaire and the survey methodology has to be co-designed by the two experts, the actual collection of data/information will be a primary responsibility of the local expert. The data analysis based on collected data presented in the required format by the local expert, will be a primary responsibility of the international expert;
- Conceptualize the IWRM training course based on the findings of the TNA and verify/improve its relevance, viability and sustainability prospects through a participatory SWOT analysis (e.g., organized as a facilitated stakeholder workshop).
- Draft the final TNA Report, documenting results from all above tasks. As minimum, the TNA report shall comprise the following<sup>9</sup>:
  - Outline of a training curriculum and training delivery plan (e.g., with a mid-term view of app. 3 years) including a training of trainers modules<sup>10</sup>
  - Description/specification of the required teaching material for the course
  - Suggestions on the modality for training implementation
  - Recommendations on the enabling environment and institutional arrangements which would enable optimal utilization of acquired skills (e.g., based on findings of the SWOT analysis
  - Suggestions on different (difficulty) levels of training considering the diversity of educational background of target participants (e.g., environmentalists, economists, engineers, social scientists, policy-makers; and business representatives), as well as differences in previous knowledge on water management issues (e.g., different water

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<sup>6</sup> This Program-backed assessment report comprising analysis of skill needs and educational offers in the field of integrated water resources management (IWRM) in Kosovo with a focus on higher education will be made available to the selected experts.

<sup>7</sup> The requirement of the EU Water Framework Directive which has already been incorporated into the national legal system will need to be considered especially when considering the training needs of the institutional stakeholders

<sup>8</sup> For example, as part of the assessment the experts may apply simple tools and include appropriate questions to better understand learning styles and preferences (e.g., based on VAK learning styles model). This knowledge will feed into the proposals on the modality of training implementation.

<sup>9</sup> The TNA shall provide appropriate basis (in terms of scope and level of detail) that will enable contracting of further expertise for the actual development of the course

<sup>10</sup> In the next step of the process, once the future contractor is hired based on the findings of this TNA exercise/TOR, the Program foresees organizing ToT sessions targeting local experts who can be certified by KIPA to deliver the course in future, i.e. beyond the Program lifespan.

stakeholders including CSO/NGO and community representatives dealing with agriculture, forestry, fisheries and other related fields)

- Insights into qualification requirements of future contractor(s) (to be hired for developing the course) as well as potential sources of expertise.

## METHODOLOGY

The Experts are expected to undertake this assignment through: (i) brief inception process; (ii) a desk review, (iii) interviews with relevant stakeholders, and a SWOT analysis & validation workshop. They are expected to propose other tools as necessary. The entire assignment needs to be carried out in close collaboration with the key MEE, IWRM-K, and KIPA staff.

NOTE: brief insight into the specific methodology and approach (based on understanding of the assignment, and own previous experience), the International Water Education expert has to provide as part of her/his application/cover letter (not more than 2 pages in total).

## DELIVERABLES

The following deliverables should be submitted to the IWRM-K:

- A short **Inception Paper** (max. 2 pages) outlining the agreed methodology and approach, and the structure of the TNA Report;
- Brief report from the facilitated **validation workshop** (presenting the findings from draft TNA Report);
- **TNA Report**

## INPUTS AND TIMETABLE

Description of tasks	Input		Estimated distribution of days <sup>11</sup>		Time
	Lead by	Supported by	International Expert	Local Expert	
Prepare the concept of work and methodology	International Expert	Local Expert	2	0.5	ing To be agreed with Experts during inception meet-
Conduct desk research of existing documents	International Expert	Local Expert	1	0.5	
Conduct desk research on existing capacity building activities	Local Expert	International Expert	0.5	1	
Conduct interviews	Local Expert		0.5	3	
Develop, share and analyse results from the questionnaire	International Expert	Local Expert	2	2	
Undertake SWOT analysis and organise the workshop	International Expert	Local Expert	2	1	
Identify training needs and develop a training curriculum and delivery plan.	International Expert	Local Expert	2	1	
Draft the TNA Report	International Expert	Local Expert	5	1	
<b>Total</b>			<b>15</b>	<b>10</b>	

<sup>11</sup> The figures serve orientation purposes only. They are used to assess the anticipated work-load for the two experts. The distribution of days per tasks may be adjusted based on experts' methodology and approach.

## EXPERTS QUALIFICATION

### INTERNATIONAL EXPERT

The International Expert will lead the activity while being supported by the Local Expert. To perform her/his tasks, the Expert shall possess the following competencies:

- Advanced university degree (minimum M.Sc./MA) in water resource management related studies, preferably in integrated water resource management, environmental science or related;
- At least 8 years of experience design and implementation of water resource management training among diverse target groups (e.g., public institutions, CSOs/NGOs, educational/ research institutions/students);
- Experience from at least 2 similar projects/assignments (design and implementation of training/capacity development programme on water resource management-related issues)
- Knowledge of the EU water-related directives is considered an asset;
- Experience in the Western Balkan's water resource management approaches, practices and customs region is considered an asset;
- Excellent written and verbal communication skills in English;
- Excellent communication, interpersonal skills, and reporting skills.

### LOCAL EXPERT

The Local Expert will support the International Expert in performing her/his tasks while being directly responsible for tasks related to conducting interviews, sharing, and analysing results from questionnaires, and collecting documents for desk research. To perform her/his tasks, the Expert shall have the following competencies:

- Advanced university degree (minimum M.Sc./MA) in water resource management related studies, preferably in integrated water resource management, environmental science or related;
- At least 5 years of experience design and implementation of water resource management training courses and education among diverse target groups (e.g., public institutions, CSOs/NGOs, educational/ research institutions/students);
- Experience from at least 1 similar projects/assignment (design and implementation of training/capacity development programme on water resource management-related issues)
- Experience in training needs assessment for diverse stakeholders is considered a strong advantage (e.g., through interviews or other forms);
- Knowledge in Kosovo's water resource management challenges is considered an asset;
- Knowledge of the EU water-related directives is considered an asset;
- Excellent written and verbal communication skills in English;
- Excellent communication, interpersonal skills, and reporting skills.

## QUALITY ASSURANCE

The Experts will work under the direct supervision of the Team Leader of IWRM-K/Program Facilitation Unit, and in close cooperation with WUS representatives, and the assigned KIPA staff. Validation of assignment deliverables will be provided through a multi-stakeholder participation process.

In ensuring that the quality expectations are clearly defined, an inception meeting will be held will all parties to agree on the expectation, scope of the work, and a specific work-plan. Regular briefing will be provided to the Team Leader and his assigned staff to update on the progress as well as to discuss any issues which require decisions/guidance. The Experts will share any final thoughts and recommendations in the course of a debriefing session prior to contact ending.

## **TERMS AND CONDITIONS**

### **LANGUAGE**

All deliverables/outputs need to be prepared in English.

### **TIMELINE AND DURATION OF THE ASSIGNMENT**

Maximum available time for the development of the task is 15 days for International Expert and 10 days for Local Expert over a period of 1.5 months.

### **PAYMENT SCHEDULE**

The payment for the services will be made upon completion of all duties and acceptance of requested deliverables.

## **APPLICATION PROCEDURE**

Experts shall submit their application separately to kosovo@skat.ch by 27 November 2020. Each application needs to comprise the following documents/information:

- Cover letter (summarizing qualifications and relevance for the position based on previous experience, as well as an outline of proposed methodology);
- Most updated professional CV;
- Financial offer (all-inclusive) (EUR/expert-day).

Selection procedure will be done separately for both Experts, while they will be introduced for collaboration prior to or during the inception (kick-off) meeting.