

Section II

Schedule of Requirements

Request for Proposal

Provision of Services for the Development of two Online Training Programmes for Local Self-Governments' Employees in Serbia

e-Sourcing reference: RFP/2023/50000
UNOPS RSMCO reference: UNOPS-PRO-2023-S-028

TERMS OF REFERENCE

Provision of Services for Conducting Training of Trainers for Local Good Governance Competence Units

1. The Background

The Joint UN Programme PRO-Local Governance for People and Nature (“PRO Programme”) is designed to contribute to improving the well-being and quality of life of citizens through improved local governance, social inclusion and environmental protection in 99 cities and municipalities from Šumadija and Western Serbia and Southern and Eastern Serbia, which are eligible for the Programme support. The Joint UN Programme is implemented by the United Nations Serbia agencies - UNOPS, UNICEF, UNFPA and UNEP, in cooperation with the Government of Serbia and with the financial support of the Government of Switzerland. The Swiss Government has allocated USD 9.4 million to fund the Programme which will be implemented over a period of 48 months.

To achieve the Programme’s Objective, the intervention will focus on three key Pillars and Outcomes:

1. Pillar Good Governance, Outcome 1: Local self-governments (LSGs) improve capacities and apply good governance principles in practice;
2. Pillar Social Inclusion, Outcome 2: LSGs and other relevant local actors improve capacities and develop evidence-based local social protection policies;
3. Pillar Environmental Governance, Outcome 3: LSGs improve capacities and apply environmental governance processes in practice.

The key stakeholders, but also direct users of support at the local level, will be local governments (cities and municipalities), including their administrations/staff, organisations, and local institutions (Centres for Social Work - CSWs, Primary Health Centres - PHCs, pre-school institutions and schools), local Civil Society Organisations – CSOs. The final users of support will be the citizens from participating LSGs from the Region of Šumadija and Western Serbia, and the Region of Southern and Eastern Serbia.

All Programme activities will be undertaken in partnership with the Government of Serbia, especially the Ministry of Public Administration and Local Self-Governments (MPALSG), the Ministry of Labour, Employment, Veteran and Social Affairs (MLEVSA), the Ministry of Environmental Protection (MEP), and the Standing Conference of Towns and Municipalities (SCTM).

The Programme will coordinate its activities with the key line-national-level institutions, while observing the national strategies, laws and relevant development documents, which will contribute to sustainability, ensure national ownership and develop national capacities.

2. Introduction to the Intervention

Professional development in local self-government units (LSG) is defined by the *Law on Employees in Autonomous Provinces and Local Self-Government Units*¹ and is based on programmes that set out the forms and contents of professional development. The umbrella programme is the General Training Programme for LSG, which is adopted each year and implemented to ensure increase in knowledge, skills, and abilities of employees to perform LSG tasks according to predetermined needs. The General Training Programme consists further of the General and the Sectoral Programmes of Continuous Professional Development.

¹ Official Gazette RS, No.21/2016, 113/2017, 95/2018, 114/2021, 113/2017 - other law, 95/2018 - other law, 86/2019 - other law, 157/2020 - other law and 123/2021 - other law

The Sectoral Programme of Continuous Professional Development is part of the original mandate of the LSG, it is prepared and developed by the Republic of Serbia Government's Council for Professional Development of Employees in LSGs, in cooperation with the National Academy for Public Administration (NAPA), and implemented, as a rule, by the LSG.

The Sectoral Programme of Continuous Professional Development in LSG, within the *Realization, protection and improvement of human and minority rights*, includes a training programme entitled: **Protection of the rights of persons with disabilities (Zaštita prava osoba sa invaliditetom)**. The goal of this training programme is to acquaint participants with the specifics of sensory, motor and intellectual disabilities, as well as with appropriate and purposeful ways to overcome obstacles in communication with people with disabilities in order to protect their rights.

The Sectoral Programme of Continuous Professional Development in LSG, within the *Management of the normative process and regulation of the work of LSG bodies and services*, includes a training programme entitled: **Inter-municipal cooperation in practice, within the competencies of local self-governments (Međupštinska saradnja u primeni delokruga jedinica lokalne samouprave)**. The goal of this training programme is to train participants to manage the normative processes that regulate inter-municipal cooperation in practice, within the competencies of LSGs.

With the aim of supporting NAPA in attaining further capabilities to offer and provide new topics for advancing professional and technical capacities and competencies of LSGs officials and employees, the PRO Programme will ensure that NAPA has two new capabilities built and in place for training delivery to the said target groups on these two topics: *Inter-municipal cooperation in practice, within the competencies of LSGs* - for further capacity development of local decision makers and other relevant local officials to develop and implement inter-municipal cooperation projects (while observing the good governance requirements and processes), and *Protection of the rights of persons with disabilities* - in order to further build or enhance necessary capacities of LSGs employees in delivering public services in a more equitable way.

3. Objectives of the Intervention

The Overall Objective is to contribute to enhanced professional development of employees in local self-governments in Serbia.

The Specific Objective is to enhance capabilities of NAPA for providing the required online training programmes for LSGs employees.

4. The Approach to this Intervention

Based on the transparent tender procedure, the contracted legal entity will carry out activities under the accepted descriptions of activities and the timeframe, in accordance with the submitted and approved offer.

5. The Scope of the Intervention

The contracted implementer will be in charge of developing, preparing and designing the teaching content of two online training:

1. **Online Training 1: Protection of the rights of persons with disabilities** from the The Sectoral Programme of Continuous Professional Development in LSGs for 2023, with associated thematic units (Please refer to [General Training Programme for LSG Employees in 2023](#), page 547), and
2. **Online Training 2: Inter-municipal cooperation in practice, within the competencies of local self-governments** from the Sectoral Programme of Continuous Professional Development in LSG for 2023, with associated thematic units (Please refer to [General Training Programme for LSG Employees in 2023](#), page 409).

The contracted implementer should:

1. Develop curriculum for the Online Training 1 and Online Training 2 based on Programme of professional training of civil servants; curriculum should determine the number, scope and contents of lessons, as well as type and framework content of accompanying video lessons, which should indicate structure of each lesson (PP presentation, video, quiz, infographics, etc.);
2. Develop content of each lesson in PowerPoint presentation;
3. In accordance with approved curriculum, develop scenarios/stories for animation/filming of video lessons;
4. Develop content of the quizzes;
5. Deliver oral presentation of lessons to be filmed;
6. Propose content of other visual elements that will be part of the lessons – infographics, photos, schemes, etc.
7. Draft respective handbooks;
8. Co-operate with production company on post-production - provide comments in the process of post-production of video lessons;
9. Proofread and clear online training in NAPA's SCORM platform.

The training test must be prepared to meet the standards of the NAPA LMS testing module.

All materials must be reviewed and approved by the PRO Programme.

The contracted implementer will plan and carry out the subsequent activities that include at a minimum the following activities:

Inception Phase:

- I. Consultations with the PRO Programme and NAPA representatives with the aim to prepare the training curriculum aligned with the General/Sectoral Programme and planned topic coverage.

The Implementation phase:

- II. **Develop teaching material / professional contents of the two online training**, following principles for adult education. The following two training programmes from the General Training Programme for LSG employees for 2023² are to be prepared as online training courses:
 - **Online Training 1: Protection of the rights of persons with disabilities**
 - **Online Training 2: Inter-municipal cooperation in practice, within the competencies of local self-governments.**
- III. Each of the training programs should contain the appropriate number of lessons. The lessons should contain materials suitable for self-study. The development of professional content (by subject-matter experts) will include the preparation of the main text of the lessons, preparation of PPT content (slides and voice-over preparation), case study texts, additional reading materials, resources and useful links.
- IV. **Development of instructional design.** Design training materials, develop animation, quizzes, test, videos, and other relevant elements required for an efficient and effective online training.
- V. Development of materials in the Sharable Content Object Reference Model (SCORM) package 1.2 that supports the NAPA Learning Management System (LMS) Platform.

² [General Training Programme for LSG employees for 2023](#)

The Final Phase:

- VI. Liaise with production representatives during the setting up of the two online training on the NAPA LMS Platform and provide necessary inputs and information.
- VII. Prepare Final Report to be reviewed and approved by the PRO Programme.

6. Deliverables

The contracted implementer is expected to produce a minimum of the following outputs:

- A detailed work plan for the implementation of the assignment, with a detailed time schedule elaborated together with UNOPS, based on the work plan submitted within the offer and accepted by UNOPS.
- Teaching material / professional content of the online training **Protection of the rights of persons with disabilities**
- Teaching material / professional content of the online training **Inter-municipal cooperation in practice, within the competencies of local self-governments**
- Instructional design of the training materials - developed animations, quizzes, test, videos, and other relevant elements required for an efficient and effective online training
- Monthly narrative report (including comments, suggestions and recommendations) and financial report to the PRO Programme;
- The final report to the PRO Programme including overview of suggestions and recommendations for beneficiaries of the online training.

7. Timeframe

The contract with the implementer is expected to be signed in February 2024 and its planned duration is six (6) months.

The Inception Report must be submitted within one month after the contract signing.

Estimated duration of the Implementation phase is three months.

Estimated duration of the Final Phase is two months.

8. Monitoring and Reporting

The contracted implementer will remain in close contact with appropriate PRO Programme personnel during the entire contract realisation period and will discuss and agree all relevant points/steps both during the planning and implementation stages.

The electronic copies of all reports or any other materials related to the intervention will be made available to PRO Programme/UNOPS in English. Training programme is to be produced in Serbian.

The contracted implementer will be submitting to the PRO Programme:

- 1) The Inception Report / within the first month of the implementation,
- 2) The Milestone Narrative Report / upon completion of the Implementation Phase in line with the ToR,
- 3) The Final Report / after the completion of all activities.

The methodology, data collected, analyses, reports, recommendations and other products of this intervention will remain the intellectual property of UNOPS.

9. Payment terms

UNOPS shall effect payments to the Contractor within thirty (30) calendar days of the date of receipt of the relevant original invoice, subject to the acceptance by UNOPS of the Services reflected in the said invoice.

The payments will be processed upon reaching specific milestones which will be definitely determined in the contract. Following payment dynamic is for information only and it may be changed in the course of contract stipulation:

- 30% upon successful completion of of the Inception Phase and UNOPS' approval of submitted **Inception Report**
- 50% upon successful completion of of the Implementation Phase and UNOPS' approval of submitted **Milestone Narrative Report**
- 20% upon completion of all planned activities and UNOPS' approval of submitted **Final Report**

10. Visibility

All activities performed in public must fully comply with the Communication and Visibility guidelines of the PRO Programme which will be provided to the implementer by the Programme.

11. Final Considerations

Working language when contacting the PRO Programme is both English and Serbian. However, all official correspondence with the Programme should be in English only. Working language of the contracted implementer, including language that will be used for material, will be Serbian.

EVALUATION CRITERIA

Eligible to apply to this RFP are Bidders as defined in the document 1 RFP_Section_1_Instructions to Offerors (point 4). Consortiums are eligible to apply. All proposals substantially compliant with the **formal and eligibility criteria** set out in the tender / Section Formal and Eligibility criteria, will go through subsequent evaluation.

When the Bidder is a consortium, each of its members must meet the eligibility requirements described therein, and the same applies to subcontractors. All the formal and qualification requirements will be considered as mandatory and eliminatory (pass/fail). Qualification criteria refer to all consortium members combined.

Each requirement must be verifiable during the evaluation process. UNOPS reserves the right to perform additional background checks of the information presented in the submission or to require the translation of the submitted documents into English.

The proposals will be evaluated against the **qualification criteria** set out in the tender (section Qualification criteria).

- The Bidder is a registered legal entity in continuous business for at least three years.
- The Bidder should demonstrate sufficient economic and financial capacities to implement the activities as described in the ToR, by providing the below required documents proving that the company is legally registered and active for at least three previous years (each member in case of consortium), with sufficient annual turnover of 3 million RSD minimum (or equivalent in other currency) in any of the years 2020, 2021 or 2022 (leading company in case of consortium).

Required documents:

- Certificate of incorporation / business registration issued by the relevant government body is required (for each member, in case of consortia)
- The financial reports for the years 2020, 2021 and 2022, or any other document accepted by the relevant authorities, demonstrating the required qualifications.

The Bidder as a company should demonstrate sufficient **technical and professional capacities** for the implementation of this ToR by providing the below required documents which show that the company has

- general capability to implement the project (management and personnel structure, types of activities undertaken, project management controls, extent to which any work would be subcontracted).
- proven track of records in the past three (3) years in the area similar to this ToR namely, experience in implementation of activities and provision of services related to development of teaching material and professional content of training sessions, with at least two training curricula successfully developed in the past three years.
- experience in development of training programmes for employees in local self-governments for the National Academy for Public Administration would be an asset.

Required documents:

- Description of the company / consortium and background material within Form D or in a separate document
- Copies of a minimum of two relevant contracts for two different projects implemented by the Bidder as a company.

The Bidder should also demonstrate their **organisational capacities** for the provision of services:

A Team Leader will be directly responsible for the delivery of the expected outcomes and activities defined by this ToR (instructional design of the training materials - developed animations, quizzes, test, videos, and other relevant elements required for an efficient and effective online training).

- The team leader must have a minimum of a bachelor degree in an expertise discipline relevant to this ToR (such as social sciences, legal sciences, organisational sciences, political sciences, or similar) and at least seven (7) years of professional experience in development of training material and content of training sessions. Must be engaged on the project for at least 50% of his or her total working hours. More years of experience would be an asset.
- The Team Leader with experience in leading the team of experts (i.e professionals in development of training programmes, development and delivery of online training courses) would be an asset.

Required documents:

- CV (Form F) for the Team Leader is required, demonstrating his or her engagement on at least two different projects similar to this ToR.
- In addition, reference letters OR the list indicating the names, titles and contact details of the persons which might be contacted as a reference for at least two different engagements of the Team Leader similar to this ToR must be submitted.
- Statement of Exclusivity and Availability (Form I) is also required.

Core Team Members (at least three team members) can be permanently employed or be engaged as consultants with the Bidder.

- two team members with a minimum bachelor degree in a discipline relevant to required expertise and at least three (3) years of experience in development of teaching material and content of training sessions. More years of experience would be an asset. They would be directly responsible for development of teaching material / professional content of the online training on the topics defined in this ToR (Protection of the rights of persons with disabilities and Inter-municipal cooperation in practice, within the competencies of local self-governments)
- one team member must have at least two (2) years of experience in providing professional support in the field of andragogy/psychology
- a gender balanced team would be an asset

Required documents:

- List of team members which would be engaged in providing services as per this tender, with description of roles/tasks;
- CV for each of the proposed Team members (Form F) demonstrating his/her engagement on at least two different projects similar to this ToR, are required.
- In addition, reference letters OR the list indicating the names, titles and contact details of the persons which might be contacted as a reference for at least two different engagements similar to this ToR must be submitted per core Team Member.
- Statement of Exclusivity and Availability (Form I) for each Team Member is also required.

Methodology of Evaluation

Evaluation against technical criteria

Only proposals meeting or exceeding the eligibility, formal and qualification criteria shall be considered substantially compliant and will be evaluated against the technical criteria set out in the tender (section Technical criteria).

The proposals will be rated by assigning numeric points, whereas only proposals that meet the minimum technical threshold of 49 points shall be deemed substantially compliant and shall proceed to the

evaluation of financial proposals. Maximum number of points for Technical Proposal is 70.

Technical criteria will be evaluated based on a cumulative analysis methodology.

Evaluation will be conducted based on the cumulative analysis of Technical and Financial Proposals with a weighting of 70% -30% (Technical Proposal-Financial Proposal).

The total number of points which an Offeror may obtain for its proposal is as follows:

- Technical Proposal = 70 points
- Financial Proposal = 30 points

The maximum number of technical points is detailed in the below Technical Proposal Evaluation sections.

Technical Proposal Evaluation sections:

Section number/description		Maximum Points Obtainable
1.	Bidder's qualification, capacity and expertise <ul style="list-style-type: none"> - Experience of the company, general company capability and reputation - Specialised knowledge, proven expertise and experience of the company 	14
2.	Proposed Methodology, Approach and Work Plan <ul style="list-style-type: none"> - Expected outcomes - Methodology - Resources 	30
3.	Key Personnel proposed <ul style="list-style-type: none"> - Team Leader qualifications and experience - Team Members qualifications and experience 	26
Total Technical Proposal points		70

Section 1: Bidder's qualification, capacity, specialised knowledge, expertise and accreditation		Maximum Points Obtainable
1.	1.1. General capability, experience and reputation of the Bidder (single company, loose/strong consortium of 2 or more companies etc.) to implement the project, proved within description of the organisation (including the year and country of incorporation, management and personnel structure, types of activities undertaken and overall experience, project management controls, extent to which any work would be subcontracted etc) - 1 point (minimum) or 2 points	2
	1.2. Company with experience in implementation of activities and provision of services related to development of teaching material and professional content of training sessions (leading company in case of a consortium): <ul style="list-style-type: none"> - three (3) years of relevant experience since registration date - this is a minimum requirement - 1 point - from four (4) to six (6) years of relevant experience since registration date - 1 additional point - from seven (7) to nine (9) years of relevant experience since registration date - 1 additional point - more than ten (10) years of relevant experience since registration date - 1 additional point 	4

	1.3. Specialised knowledge, proven expertise and experience of the company in development of teaching material and professional content of training sessions: <ul style="list-style-type: none"> - Company with two (2) training curricula successfully developed in the past three years (this is a minimum requirement) - 2 points - Company with more than two training curricula successfully developed in the past ten years - additional 2 points per each additional training curricula completed, up to maximum of 6 additional points 	8
Maximum total points for section		14

Section 2: Proposed Methodology, Approach and Implementation Plan		Maximum Points Obtainable
2.	2.1. Expected outputs are well described within the proposal and they are realistic, achievable and contribute to desired objectives. (maximum 7 points)	7
	2.2. Proposed methodology/approach is appropriate, realistic, feasible, effective and promises efficient implementation of the activities. (maximum 15 points)	15
	2.3. Resources estimates are realistic, appropriate and presented in a clear and understandable manner and sequence of suggested activities within the Work Plan is logical and realistic and contributes to efficient implementation of the project. (maximum 8 points)	8
Maximum total points for section		30

Section 3: Key personnel proposed		Maximum Points Obtainable
3.1	Team Leader The Team Leader would be directly responsible for the delivery of the expected outcomes and activities defined by this ToR (instructional design of the training materials - developed animations, quizzes, test, videos, and other relevant elements required for an efficient and effective online training), and must be engaged on the project for at least 50% of his or her total working hours.	2
	3.1.1. The team leader has a minimum of a bachelor degree in an expertise discipline relevant to this ToR (such as social sciences, legal sciences, organisational sciences, political sciences, or similar) - minimum / 1 point <ul style="list-style-type: none"> - The team leader with master degree or higher in an expertise discipline relevant to this ToR such as social sciences, project management, etc. - additional 1 point 	

	<p>3.1.2. Team Leader has professional experience in development of training material and content of training sessions:</p> <ul style="list-style-type: none"> - Seven (7) years of relevant professional experience (minimum) - 1 point - Eight (8) to nine (9) years of relevant professional experience - additional 1 point - Ten (10) and more years of relevant professional experience - additional 1 point 	3
	<p>3.1.3. Team Leader has experience in leading the team of experts (i.e professionals in development of training programmes, development and delivery of online training courses):</p> <ul style="list-style-type: none"> - two (2) training programmes successfully delivered - minimum 2 points - from three (3) to five (5) training programmes successfully delivered - additional 2 points - more than six (6) training programmes successfully delivered - additional 2 points 	6
	<p>3.1.4. The Team leader possesses experience in development of training programmes for employees in local self-governments for the National Academy for Public Administration - 3 points</p>	3
3.2	<p>Team Members The team must consist of at least two team members - experts. Each team member must have proven expertise and experience in the implementation of training programmes.</p> <p>3.2.1. Each team member has a (minimum) bachelor degree in an expertise discipline relevant to this ToR - 1 point</p> <ul style="list-style-type: none"> - At least one team member with a master or higher degree in an expertise discipline relevant to this ToR such as social sciences, project management, etc. - additional 1 point <p>(maximum 2 points for criteria element)</p> <p>3.2.2. Team members have professional experience in implementation of training programmes:</p> <ul style="list-style-type: none"> - Each team member with three (3) years of relevant professional experience (minimum requirement) - 2 points - At least one of team members from six (6) to eight (8) years of relevant professional experience - additional 1 point for the team - One team member (minimum requirement) has at least two (2) years of experience in providing professional support in the field of andragogy/psychology - 2 points <p>3.2.3. With at least one Team member who possesses experience in development of training programmes for employees in local self-governments for the National Academy for Public Administration - 3 points for the team</p> <p>3.2.4. Gender balanced team - additional 2 points</p>	2
Maximum total points for section		26