

## **Section II**

### **Schedule of Requirements**

#### **Request for Proposal**

Provision of Training of Trainers (ToT) services  
for representatives of Local Self Governments LSGs in Serbia

e-Sourcing reference: RFP/2025/56174  
UNOPS RSMCO reference: UNOPS-PRO-2025-S-003

## 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) contributes to improving the well-being and quality of life of citizens through improved local governance, social inclusion and environmental protection in 110 cities and municipalities throughout Serbia. The Government of Switzerland has allocated USD 9.4 million to fund the Programme which is jointly implemented by the United Nations Agencies in Serbia - UNOPS, UNICEF, UNFPA and UNEP, over a period of 48 months.

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

Pillar Good Governance, Outcome 1: Local self-governments (LSGs) improve capacities and apply good governance principles in practice;

Pillar Social Inclusion, Outcome 2: LSGs and other relevant local actors improve capacities and develop evidence-based local social protection policies;

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 LGs.

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

Applying good governance principles at the local level promotes greater accountability, transparency, and efficiency in municipal administration and service delivery. A crucial step in this process is the development of civil servants' professional skills and knowledge.

During 2023 and 2024, the Programme provided comprehensive training for appointed representatives of LSGs on the application of good governance principles at local level, which included six principles of good governance: accountability, rule of law, efficiency and effectiveness, transparency, citizen participation, and non-discrimination and equality<sup>1</sup>. As a result of this intervention, a total of 22 local self-governments (LSGs)

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<sup>1</sup> Introduction to good governance and principles of good governance, application of six principles (accountability and rule of law, efficiency and effectiveness, transparency, citizen participation, and non-discrimination and equality), using the following methodological approach: theoretical

will establish Good Governance Competence Units (GGCUs) - permanent working bodies / working groups for good governance in order to form a lasting resource at the local level.

The Programme will now provide the representatives of those 22 LSGs with the opportunity to attend training for trainers and gain additional skills needed for further horizontal transfer of acquired knowledge in the field of good governance. This will also open opportunities for accreditation of trainers at the National Academy of Public Administration (NAPA).

The Training of Trainers is essential for GGCUs' representatives to become adequately equipped for transferring the acquired good governance knowledge and know-how experiences horizontally – within their local administrations and to other local public entities.

Through this intervention, the PRO Programme will, in accordance with the Law on Employees in Autonomous Provinces and Local Self Governments<sup>2</sup> support up to 22 local staff members from 22 LSGs<sup>3</sup> that have previously completed the PRO Programme training on Good Governance to expand their knowledge and acquire additional training skills.

### 3. Objectives of the Intervention

**The Overall Objective** is to contribute to enhanced transfer of good governance know-how and strengthen good governance resources at the local level by equipping local government representatives with effective training and facilitation skills.

**The Specific Objective** is to further capacitate the GGCUs local experts to become trainers by acquiring knowledge and skills for designing and conducting training programmes, techniques for horizontal transfer of knowledge and ability tested through practical experience to design and conduct interactive and engaging training sessions .

### 4. The Scope of the Intervention

The contracted service provider will plan and carry out the subsequent activities that include the following, while in the same time not necessarily being limited to:

#### The Inception Phase:

- I. Conduct consultations with the PRO Programme to acquire the necessary understanding of the activity's context and its objectives;
- II. **Develop and plan a five day (five days in continuity and in person) training programme - Training of Trainers (ToT),** for up to 20 participants, Good Governance Competence Units (GGCUs) members, in organising and transferring the acquired GG know-how. Develop training material (focused on good governance principles and examples) and present it to the PRO Programme team for final revision, encompassing as a minimum:
  - Training design: main concepts and methodology
  - Training delivery process:

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introduction to the principle, group work on case studies, presentations and discussions, homework - individual work on examples from practice, and presentation of their work at the beginning of the next training, with discussion.

<sup>2</sup> [The Law on Employees in Autonomous Provinces and Local Self Governments](#)

<sup>3</sup> Batočina, Blace, Čačak, Golubac, Ivanjica, Kladovo, Kragujevac, Kučevo, Leskovac, Ljubovija, Mali Zvornik, Merošina, Nova Varoš, Paraćin, Petrovac na Mlavi, Požarevac, Požega, Raška, Ražanj, Sjenica, Tutin, Vrnjačka Banja

- o Analysis - TNA: basics, objectives, the topic etc.
  - o Andragogy elements - how to train adults
  - o Designing the training, with how to define objectives (Think, Feel, Do)
  - o Developing all sub-processes, with SMART objectives and Key Success Indicators
  - o Interactive training implementation/delivery, with the three phases (presenting, processing, applying)
  - o Introduction into basic training tools (role play, NGT, brainstorming etc.)
  - o Basic facilitation skills
  - o Basic moderation skills
  - o Feedback, debriefing, evaluation
  - o Training evaluation – how-tos, and what to do with the findings
- III. **Develop criteria and methodology** for later on selection of up to 10 out of 22 existing GGCU local experts with training competences for transferring the GG know-how.

#### **The Implementation phase:**

- IV. Prepare and multiply all necessary training materials for effective Training of Trainers (ToT) for up to 20 participants.
- V. **Conduct an effective five day (five days in continuity and in person) ToT** for up to 20 participants. Period and location is to be defined and organised by the PRO Programme. Continuous presence of all trainers in the selected locality for five days is mandatory. Expenses of trainers will be covered by the service provider (fee, travel, accommodation etc).
- VI. Conduct the training evaluation.
- VII. **Prepare up to 22 individual participants profiles** on training capacities using adequate and relevant psychometric instrument(s) – one or combination of tests such as e.g. Myers-Briggs Type Indicator, Jung Typology Test, 16PF, DISC, SJTI etc, that will provide for evidence-based decision on a participant's suitability for the future role, his/her personal characteristic and aptitude, as well as for personalised recommendations for development of specific skills and a mentorship plan. Auxiliary tools, such as personal SWOT analysis may also be used.
- VIII. **Select and recommend**, based on approved methodology, **up to 10 out of 22 ToT participants**, who acquired training competences for transferring the GG know-how. These ToT participants will be further supported with the provision of the one day good governance training in their local self-governments.

#### **The Final Phase:**

- IX. **On-line mentoring** for up to 10 ToT participants according to individual mentorship plans (in total for all participants a maximum of 20 consultants days), including support for development of training agenda of the ToT participants for provision of one day good governance training in their working environment.
- X. **Mentoring (on-line) of execution of up to 10 individual one working day training sessions** in good governance domain in selected local self-governments (in total for all participants a maximum of 10 consultants days).
- XI. **Prepare up to 10 personalised evaluations** of participants' progress on the acquired training capacities and personalised recommendations for future development of

training skills.

- XII. **Prepare and present the Final Report** with an overview of the key findings, conclusions and recommendations for future Programme iterations.

## **5. Deliverables**

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

### ***In the Inception Phase:***

- A detailed work plan for the implementation of the assignment and ToT with all technical requirements (number and size of training rooms, necessary equipment, etc.);
- An outline of possible obstacles/risks in performing assignment and a mitigation plan;
- Developed a five-day training programme with prepared training materials as stated in the Section 4 (Scope of Intervention), point II;
- Methodology for selection of up to 10 out of 22 ToT participants with training competences and clear evidence-based justification for selection;
- Prepare and submit the Inception narrative report to the PRO Programme within the 30 calendar days after the contract is signed.

### ***In the Implementation Phase:***

- Prepare and multiply all necessary materials for effective ToT;
- Conduct an effective 5-days ToT for up to 20 participants;
- Prepare and submit the Training Report with an overview of the key findings, conclusions and recommendations (encompassing also training evaluation, up to 22 individual participants' profiles on training capacities with personalised recommendations and mentorship plans, and selected and recommended up to 10 ToT participants who will be further supported with the provision of the one day good governance training in their local self-governments);
- Prepare and submit the Implementation Report to the PRO Programme within 5 months from the finalisation of the inception phase.

### ***In the Final Phase:***

- Prepare and submit the Mentoring Report including on-line mentoring report, conducted personalised evaluation of participants' progress on the acquired training capacities and personalised recommendations for future development of training skills;
- Prepare and submit the Final Narrative Report no later than 30 days after the end of the Implementation phase. The Final Report must reflect on measuring and evaluating the overall performance against the set success criteria. The final report must also have a strong section on conclusions and recommendations for future steps for capacity building at the local level.

### **The contracted service provider shall be responsible:**

- To bear the costs of the trainers/consultants for the assignment (team leader and team members);
- To bear the travel costs/daily allowance/accommodation for trainers/consultants (team leader and team members);

- for assistance in the implementation of the Contract (administration, logistics, communication costs, printing etc); and
- to provide any equipment necessary to provide proper working conditions for the project team (team leader and team members) under this Contract.

Please note that **PRO Programme/UNOPS will cover** all other costs related to training participants, not mentioned under this scope of the intervention (participants' costs as travel, accommodation, meals, working space/conference room, necessary AV equipment, etc.).

## **6. Timeframe**

The contract with the service provider is expected to be signed in April 2025 and its planned duration is seven months (one month for preparation of the Inception Report and one month for preparation of the Final Report included).

## **7. Monitoring and Reporting**

The contracted service provider will remain in close contact with the PRO Programme personnel during the entire process and will discuss and agree on 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.

The service provider contracted to implement the activities described in this ToR will be submitting to the PRO Programme:

- The Inception Report within the 30 calendar days after the contract is signed.
- Monthly narrative reports every 5th of each month for the previous month
- Implementation report within 5 months from the start of the Implementation phase, and
- The Final Narrative Report no later than 30 days after the Implementation phase.

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

## **8. Visibility**

The contracted service provider will have to be fully compliant with the Communication and Visibility guidelines of the PRO Programme. These will be provided by the PRO Programme.

## **9. Final Considerations**

Working languages when contacting the PRO Programme are both English and Serbian. However, all official correspondence should be in English only. The working language of the contracted service provider is English, while in the field will be Serbian, and the suggested staff should have a proficient working level of the Serbian language. The suggested staff must be eligible to work in the Republic of Serbia.

## EVALUATION CRITERIA

### The Eligibility, formal, qualification and technical criteria

#### Eligibility and Formal criteria

Eligible to apply to this RFP are Bidders as defined in the document Section I: Instructions to Bidders, Article 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.

#### Qualification and Technical criteria

The proposals will be evaluated against the **qualification criteria** set out in the tender .

- The Bidder (each member in case of consortium) 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 sufficient annual turnover of 5 million RSD minimum (or equivalent in other currency) in any of the years 2021, 2022 or 2023 (combined capacities in case of consortium).

Required documents:

- A 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 2021, 2022 and 2023, or any other document accepted by the relevant authorities, demonstrating the required qualifications.

The Bidder should demonstrate sufficient **operational, technical and professional capacities** for the implementation of this ToR by providing the below required documents which show that the company (single company or consortium) has

- Operational capability to implement the project (management and personnel structure, types of activities undertaken, project management controls, extent to which any work would be subcontracted).
- No adverse report regarding the provided services for at least five years preceding the date of bid opening (Form H: No Adverse Action Confirmation Form is required).

- Proven track of records in the area relevant to this ToR namely, implementation of professional training programmes (including ToTs) and education of adults, with at least two Training of Trainers successfully implemented in the past three years. More years of experience would be an asset.
- Accreditation of the service provider issued by the National Academy for Public Administration for the implementation of professional training programmes of employees in local self-governments would be an asset.
- Training related to the good governance principles (accountability, transparency, participation, non-discrimination and efficiency) provided in Serbia would be an asset.
- Training of employees in Local Self Governments provided in Serbia would be an asset.

Required documents:

- Description of the company / consortium and background material to be provided within Form D or in a separate document
- Copies of a minimum of two relevant contracts for two different ToT projects, each supported by a reference letter issued by the purchasers of the services, are required.
- If accredited, certification(s) of accreditation issued by the relevant institutions should be provided.

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

#### **A Team Leader**

- with a minimum of a bachelor degree in an expertise discipline relevant to this ToR (such as social sciences, project management, etc.) and at least seven (7) years of professional experience in delivering professional training programmes including ToTs. He or she would be directly responsible for the delivery of the expected outcomes and activities defined by this ToR and 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.
- with experience in leading the team of trainers (i.e. professionals in training programmes including ToTs) would be an asset.
- accreditation of the team leader issued by the National Academy for Public Administration for the implementation of professional training programs of employees in LSGs would be an asset.

Required documents:

- CV (Form F) of the Team Leader is required, demonstrating his or her engagement on at least two different projects relevant for 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 relevant for this ToR (such as managing and conducting training programmes, including ToTs), must be submitted.
- Statement of Exclusivity and Availability (Form I) is also required.
- If accredited, the certification of accreditation issued by the relevant institutions should be provided.



**Core Team Members** (at least two team members)

- Each of the core team members must have a minimum of a bachelor degree in a discipline relevant to required expertise (such as social sciences, project management, etc.) and at least five (5) years in implementation of training programmes, including ToTs. He or she would also be directly responsible for implementation of activities defined by this ToR. More years of experience would be an asset.
- Team Members have professional experience in delivering Training of Trainers, each team member at least one ToTs successfully delivered
- Accreditation of team members issued by the National Academy for Public Administration for the implementation of professional training programmes of employees in LSGs would be an asset
- A gender balanced team would be an asset

## Required documents:

- The list of the proposed Team members, as well as the CV for each of the proposed Team members (Form F) demonstrating his or her engagement on at least two different projects relevant for 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 per core Team Member relevant for this ToR (such as conducting training programmes, including ToTs), must be submitted.
- Statement of Exclusivity and Availability (Form I) for each Team Member is also required.
- If accredited, the certification of accreditation issued by the relevant institutions should be provided.

**Methodology of Evaluation****Evaluation against technical criteria**

Only proposals meeting or exceeding the eligibility, formal and qualification criteria shall 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.

Section number/description		Maximum Points
<b>1</b>	<b>Bidder's qualification, capacity, specialised knowledge, expertise and accreditation</b> <ul style="list-style-type: none"> <li>- Experience of the organisation, general organisational capability and reputation</li> <li>- Specialised knowledge, proven expertise and experience of the company</li> </ul>	<b>17</b>
<b>2</b>	<b>Proposed Methodology, Approach and Implementation Plan</b> <ul style="list-style-type: none"> <li>- Expected outcomes</li> <li>- Methodology</li> <li>- Resources</li> </ul>	<b>30</b>
<b>3</b>	<b>Key Personnel proposed</b> <ul style="list-style-type: none"> <li>- Team Leader qualifications and experience</li> <li>- Proposed team members qualifications and experience</li> </ul>	<b>23</b>
<b>Total Technical Proposal points</b>		<b>70</b>

Section 1: Bidder's qualification, capacity, specialised knowledge, expertise and accreditation		Maximum Points Obtainable
<b>1</b>	<b>1.1. General capability, experience and reputation of the Bidder (single company or consortium) to implement the project, proved within description of the organization (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) - from 1 - 2 points</b>	<b>2</b>
	<b>1.2 Company / Consortium / Organisation with experience in delivering professional training programme, including ToTs, and adults education activities:</b> <ul style="list-style-type: none"> <li>- three (3) years of relevant experience since registration date - this is a minimum requirement - <b>1 point</b></li> <li>- from four (4) to six (6) years of relevant experience since registration date - <b>1 additional point</b></li> <li>- from seven (7) to nine (9) years of relevant experience since registration date - <b>1 additional point</b></li> <li>- more than ten (10) years of relevant experience since registration date - <b>1 additional point</b></li> </ul>	<b>4</b>

	<p>1.3. Specialised knowledge, proven expertise and experience of the company in delivering Training of Trainers:</p> <ul style="list-style-type: none"> <li>- Company with two (2) Training of Trainers successfully delivered (this is a minimum requirement) - <b>1 point</b></li> <li>- Company with more than two Trainings of Trainers successfully delivered- <b>additional 1 point per each additional ToT delivered up to maximum of 4 additional points</b></li> </ul>	<b>5</b>
	<p>1.4. Experience in delivering Training of Trainers to Local Self Governments (LSGs) representatives in Serbia - <b>2 additional points</b></p>	<b>2</b>
	<p>1.5. Experience in delivering training related to the good governance principles (accountability, transparency, participation, non-discrimination and efficiency) in Serbia - <b>2 additional points</b></p>	<b>2</b>
	<p>1.6. Accreditation of the service provider issued by the National Academy for Public Administration for the implementation of professional training programs of employees in local self-governments - <b>2 additional points</b></p>	<b>2</b>
<b>Total points for section 1</b>		<b>17</b>

<b>Section 2: Proposed Methodology, Approach and Implementation Plan</b>		<b>Maximum Points Obtainable</b>
<b>2</b>	<p><b>2.1 Expected outcomes and outputs (maximum 7 points)</b></p> <p><b>2.1.1. Feasibility and Achievability:</b> This criterion evaluates how realistic and achievable the expected outcomes and outputs are, considering the proposal's context and objectives <b>0-4 points</b></p> <ul style="list-style-type: none"> <li>- Outcomes and outputs are unrealistic and highly unlikely to be achieved. They are not properly thought through and seem disconnected from the objectives. <b>0 points</b></li> <li>- Outcomes and outputs are somewhat achievable, but there are significant challenges or uncertainties that may make them difficult to achieve. The proposal may need significant adjustments to improve feasibility. <b>1-2 points</b></li> <li>- Outcomes and outputs are realistic and achievable, with minor challenges that can be addressed easily. They align well with the proposal's objectives and show strong potential for success. <b>3-4 points</b></li> </ul> <p><b>2.1.2. Development, Elaboration, and Reflection:</b> This criterion evaluates how well the expected outcomes and outputs are developed and elaborated in relation to the objectives of the intervention, demonstrating a clear understanding of the proposal's goals <b>0-3 points</b></p> <ul style="list-style-type: none"> <li>- Expected outcomes and outputs are poorly developed, lack clarity, and are not clearly linked to the proposal's objectives. They do not reflect an understanding of the intervention's goals. <b>0 points</b></li> </ul>	<b>7 (4+3)</b>

	<ul style="list-style-type: none"> <li>- Outcomes and outputs are somewhat developed with varying levels of detail and connection to the proposal's objectives. They show some understanding but have gaps or lack sufficient elaboration. <b>1-2 points</b></li> <li>- Outcomes and outputs are excellently developed, clearly elaborated, and strongly reflect the objectives of the proposal, demonstrating a deep understanding of the intervention's goals. <b>3 points</b></li> </ul>	
	<p><b>2.2 Proposed methodology, approach and activities (maximum 15 points)</b></p> <p><b>2.2.1. Methodology (Addresses the Requirements of the ToR):</b> This criterion evaluates how well the proposed methodology addresses the requirements set out in the ToR:</p> <ul style="list-style-type: none"> <li>- The methodology does not address the ToR or is completely irrelevant to the intervention's needs. <b>0 points</b></li> <li>- The methodology partially addresses the ToR but misses key requirements or has significant gaps. It may show some understanding but lacks full alignment with the ToR. <b>1-3 points</b></li> <li>- The methodology fully addresses all the ToR requirements. It clearly aligns with the objectives and demonstrates a strong understanding of the intervention's needs. <b>4-5 points</b></li> </ul> <p><b>2.2.2. Approach (Relevance and Understanding of the Intervention):</b> This criterion assesses whether the approach is relevant to the intervention and reflects a solid understanding of the intervention's objectives.</p> <ul style="list-style-type: none"> <li>- The approach is irrelevant, poorly explained, or shows no understanding of the intervention's objectives. <b>0 points</b></li> <li>- The approach is somewhat relevant, but there are gaps in how it aligns with the intervention's goals or it demonstrates a partial understanding of the objectives. <b>1-3 points</b></li> <li>- The approach is highly relevant, fully aligned with the intervention's objectives, and demonstrates a clear understanding of the goals and context. <b>4-5 points</b></li> </ul> <p><b>2.2.3. Activities (Realistic and Feasible):</b> This criterion evaluates whether the proposed activities are realistic and feasible for successful implementation within the intervention's scope.</p> <ul style="list-style-type: none"> <li>- The activities are unrealistic, unfeasible, or not likely to succeed in the proposed context. <b>0 points</b></li> <li>- The activities are somewhat feasible but may require significant adjustments, have potential risks, or are not fully aligned with the scope or objectives. <b>1-3 points</b></li> <li>- The activities are realistic, highly feasible, and can be easily implemented with the available resources and within the intervention's timeline. <b>4-5 points</b></li> </ul>	<p style="text-align: center;"><b>15</b> <b>(5+5+5)</b></p>

	<p><b>2.3 Resources and Work Plan (maximum 8 points)</b></p> <p><b>2.3.1. Resources (Realistic, Appropriate, and Clearly Presented):</b> This criterion evaluates whether the resources are realistic, appropriate for the project, and presented in a clear, understandable manner.</p> <ul style="list-style-type: none"> <li>- Resources are unrealistic, inappropriate, or not clearly presented. There is no clear connection between resources and project needs. <b>0 points</b></li> <li>- Resources are somewhat realistic and appropriate, but there may be gaps or unclear details in the presentation. The resources generally support the project but could use refinement or clearer alignment. <b>1-3 points</b></li> <li>- Resources are fully realistic, appropriate for the project, and clearly presented. There is a strong connection between resources and project needs. <b>4 points</b></li> </ul> <p><b>2.3.2. Work Plan (Logical, Realistic Sequence of Activities for Efficient Implementation)</b> This criterion assesses whether the Work Plan outlines a logical, realistic sequence of activities that contribute to the efficient implementation of the project.</p> <ul style="list-style-type: none"> <li>- The Work Plan is unclear, lacks logic, or presents an unrealistic sequence of activities. It does not contribute to efficient project implementation. <b>0 points</b></li> <li>- The Work Plan generally outlines a realistic sequence of activities but may have some gaps or areas where the order of activities or timing is unclear. It contributes to efficient implementation but needs refinement. <b>1-3 points</b></li> <li>- The Work Plan presents a clear, realistic, and logical sequence of activities that contributes effectively to the project's efficient implementation. <b>4 points</b></li> </ul>	<b>8 (4+4)</b>
<b>Total points for section 2</b>		<b>30</b>

<b>Section 3: Key personnel proposed</b>		<b>Points Obtainable</b>
<b>3.1</b>	<p><b>Team Leader</b></p> <p>The Team Leader would be directly responsible for the delivery of the expected outcomes and activities defined by this ToR and must be engaged on the project for at least 50% of his or her total working hours.</p> <p><b>3.1.1.</b> The team leader has a (minimum) bachelor degree in an expertise discipline relevant to this ToR such as social sciences, project management, etc. - <b>1 point</b></p> <p>The team leader with master degree or higher in an expertise discipline relevant to this ToR such as social sciences, project management, etc. - <b>additional 1 point</b></p>	<b>2</b>
	<p><b>3.1.2.</b> Team Leader has professional experience in delivering professional training programmes including ToTs experience:</p> <ul style="list-style-type: none"> <li>- Seven (7) years of relevant professional experience (minimum) - <b>1 point</b></li> <li>- Eight (8) to nine (9) years of relevant professional experience - <b>additional 1 point</b></li> <li>- Ten (10) and more years of relevant professional experience - <b>additional 1 point</b></li> </ul>	<b>3</b>

	3.1.3. Team Leader has professional experience in delivering Training of Trainers: <ul style="list-style-type: none"> <li>- two (2) ToTs successfully delivered - <b>1 point</b></li> <li>- from three (3) to five (5) ToTs successfully delivered - <b>additional 1 point</b></li> <li>- more than seven (7) ToTs successfully delivered - <b>additional 1 point</b></li> </ul>	<b>3</b>
	3.1.4. The team leader possesses an Accreditation issued by the National Academy for Public Administration for the implementation of professional training programmes of employees in LSGs (the certification of accreditation should be provided) - <b>1 additional point</b>	<b>1</b>
	3.1.5. The team leader has experience in leading the team of trainers (i.e. professionals in training programmes including ToTs) - <b>1 additional point</b>	<b>1</b>
<b>3.2</b>	<b>Team Members</b> 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 programs, including ToTs.	
	3.2.1. Each team member has a (minimum) bachelor degree in an expertise discipline relevant to this ToR such as social sciences, project management, etc. - <b>1 point</b> <ul style="list-style-type: none"> <li>- 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. - <b>additional 1 point</b></li> </ul>	<b>2</b>
	3.2.2. Team members have professional experience in implementation of training programmes, including ToTs: <ul style="list-style-type: none"> <li>- Each team member with five (5) years of relevant professional experience (minimum requirement) - <b>1 point</b></li> <li>- At least one of team members from six (6) to eight (8) years of relevant professional experience - <b>additional 1 point</b></li> <li>- At least one of team members with more than nine (9) years of relevant professional experience - <b>additional 1 point</b></li> </ul>	<b>3</b>
	3.2.3. Team Members have professional experience in delivering Training of Trainers: <ul style="list-style-type: none"> <li>- Each team member with one (1) ToTs successfully delivered - <b>1 point</b></li> <li>- At least one of team members from two (2) to five (5) ToTs successfully delivered - <b>additional 1 point</b></li> <li>- At least one of team members more than six (6) ToTs successfully delivered - <b>additional 1 point</b></li> </ul>	<b>3</b>
	3.2.4. For each team member that has Accreditation issued by the National Academy for Public Administration for the implementation of professional training programmes of employees in LSGs (the certification of accreditation should be provided) - <b>1 additional point per team member, up to maximum of 2 additional points</b>	<b>2</b>
	3.2.5. Gender balanced team (50% of female team members) or majority female representation - <b>additional 3 points</b>	<b>3</b>
<b>Total points for section 3</b>		<b>23</b>