



Contract: IPA/2018/402-893

Title: EU Technical Assistance to CSO (TACSO 3) in the Western Balkans and Turkey

**ToR for Non-key Experts to  
Deliver Trainings and Manual in Digital and ICT Tools for CSOs in the Western Balkans and Turkey**

**Objectives and purpose of the EU TACSO 3 project:**

The overall objective of the Civil Society Facility, of which this EU TACSO 3 project is a part, is to strengthen participatory democracies and the EU approximation process in the Western Balkans (Albania, Bosnia and Herzegovina, Kosovo\*, North Macedonia, Montenegro, Serbia) and Turkey. The main goal of EU TACSO 3 is to strengthen the capacity of civil society organisations (CSOs) to actively take part in the democratic processes and to stimulate an enabling environment for civil society and pluralistic media development.

The specific purpose of EU TACSO 3 is to provide services to the target groups in 5 main areas:

1. CSOs organisational and operational capacity development
2. Enabling environment for civil society development
3. Communication and visibility of civil society
4. Development and Monitoring of the Civil Society and Media Guidelines
5. Effective relations between EU and CSOs

The EU TACSO 3 has started in January 2019 and will last until December 17, 2021. The project is implemented by the consortium of GDSI Limited and LDK Consultants.

EU TACSO 3 applies developmental approach in its intervention to strengthen civil society. There are two main aspects that are distinctive in this approach:

1. Development involves *active engagement of civil society* that takes responsibility for its own growth on the contrary to external actors who come and transfer technical skills from top down. CSOs have been consulted on their needs and the CD and P2P programme is shared and discussed with them. Transfer of know-how considers interactive methods, will be done in such a manner that CSOs will be able to co-design the work, and it will be based on adult learning principles, i.e. based on their own experience and that of their peers. Motivation for growth will be taken into account when selecting beneficiaries and CSOs are held accountable for effectiveness of CD and P2P programme in their own organisations and communities;
2. Development foresees a *long-term approach* rather than short-term or on-off capacity building interventions. The approach is based on life-long learning, so EU TACSO 3 tends to set the bases, inspire and equip CSOs with key know-how for greater impact, which can further be built upon by CSOs themselves and other stakeholders in future. Long-term approach is also integrated through transfer of know-how to CD providers among CSOs so that knowledge will be further shared and will stay with civil society.

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Kosovo (\*) - This designation is without prejudice to positions on status, and is in line with UNSCR 1244/1999 and the ICJ opinion on the Kosovo declaration of independence.



### **General background of this assignment:**

This assignment primarily refers to the CSOs organisational and operational capacity development area of the EU TACSO 3 project mandate (Result Area 1). EU TACSO 3 Capacity Development and People to People Programme (P2P) consists of 10 Programme packages, each focusing on specific capacity development needs, areas and methods, targeting certain CSO beneficiaries. Additionally, the effect of the coronavirus/Covid-19 pandemics on the work of civil society has been factored into the EU TACSO 3 capacity development activities through a specific mitigation plan that has been integrated into the CD and P2P Programme. The proposed activities are part of the measures planned within the EU TACSO 3 coronavirus/Covid-19 pandemic mitigation plan.

This assignment is being conducted within the CD and P2P Programme: Fundamental Knowledge programme package. It has sprung from both the ongoing need of civil society to digitalise and use ITC technologies in their work and the pandemic situation and emergency response to it, which has redefined the working environment for CSOs who now have to work remotely both as organizations and in reaching out to their members and constituencies. Two types and levels of needs of CSOs have been identified through consultation conducted through EU TACSO 3 Country Coordinators (CCs) and National Resource Centres (NRCs):

- **Internal:** Familiarising participants, building their capacities on the practical use of digital tools in teamwork and organisational management (communication, coordination, planning, monitoring, overall management of human resources and tasks, etc.), especially for local CSOs and grass-roots;
- **External:** Capacity building in using digital tools for on-line training and learning activities, promotion and campaigning, direct on-line work with beneficiaries and other tailor-made capacity development according to CSO's needs, especially for high-capacity CSOs, CSOs working in emergency response, social service providers, regional networks and NRCs etc..

Therefore, the main objective of this intervention is:

- to contribute to improved skills of CSOs in use of digital and ICT tools;
- to contribute to improved effectiveness of CSOs works, esp. local and grass-root organizations to continue and sustain their work in emergency situations through remote work;
- to contribute to CSOs to be able to respond to needs of their members and constituencies in situation of coronavirus/Covid-19 pandemics.

To complete this assignment, EU TACSO 3 will engage an organisation/agency or group of trainers or who would deliver online trainings and design follow-up manuals for CSOs in the use of digital and ICT tools.

### **Approach and Scope of Work:**

The focus of EU TACSO 3 is at the regional level with an objective to add value to the organisational development support that is being conducted at the national level in the region. With this in mind, the trainings and manuals on digital and ICT tools will be delivered at both regional and national level, following close coordination, that has been conducted with relevant national actors such as NRCs and other capacity building providers in the region in defining the approach and scope of work for the current assignment.

All activities within this assignment will be organised on-line. The duration, format and content of on-line training shall be adjusted to the objectives of the particular sessions, the level of knowledge and capacity of expected participants. All trainings should be interactive, enabling participants to pose questions and should contain a practical exercise part so that they can test the tools and practice skills. They should also be organized in a dynamic manner, attractive to participants, with the use of visuals, graphics etc.. Recognizing the limitations of local CSOs and grass-roots to attend trainings in English, general trainings



and basic two-pager manuals will be delivered in four (4) local language groups covering all IPA Beneficiary countries (Bosnia and Herzegovina/Montenegro/Serbia languages, Macedonian, Albanian and Turkish language). The service provider is expected to propose the overall approach in more details, as well as content and methodology for every specific task (courses and manuals) as part of its proposal.

EU TACSO 3 will announce an open call for participants and will collect applications, targeting local CSOs and grass-roots for basic skills, and higher capacity CSOs, regional networks, social service providers, capacity building providers etc. for advanced skills in use of digital and ICT tools. A very brief needs analysis of the capacities and needs of beneficiaries in the area (digital tools) will be included in the application process phase through a short questionnaire inserted into the application form. Likewise, the evaluation will be conducted upon the completion of the courses, in a simple but effective manner. The final selection will be coordinated with NRC, existing TA projects and EUD in the Beneficiary countries in order to avoid overlap and create synergies with other EU on-going activities in the area of capacity development of CSOs.

#### **Assignment:**

**Pre-step:** Develop the educational programme based on the specific needs, goals and profile of participants; define best approach and formats; develop detailed methodology as per the proposal submitted at the tender stage and refine it based on suggestions and comments from EU TACSO 3 responsible experts.

#### **Step 1: General online training in local languages:**

Design and deliver a minimum of 4 (four) one-day trainings in familiarising participants about diversity and practical use of digital and ICT tools for CSOs. Every training will be split in two half-day sessions. Trainings will be delivered in local language groups covering all IPA Beneficiary countries (Bosnia and Herzegovina/Montenegro/Serbia languages, Macedonian, Albanian and Turkish language). These trainings will primarily target local CSOs and grass-roots, but will be opened to other CSOs based on the need and availability.

#### **Step 2: Specific online training at regional level**

Design and deliver 1 (one) three-day trainings (with possibility of one day mentoring) in building specific competences for the use of digital and ICT tools in work of CSOs to be delivered in English. This training will target higher capacity CSOs, regional networks, social service providers, capacity building providers.

#### **Step 3: Follow-up manuals<sup>2</sup>:**

As a follow up of general trainings, manuals for CSOs on how to use digital and ICT tools, including brief 2-pager guidance on general digital and ICT tools usage in 4 local languages and mapping of the existing support to CSOs' use of digital tools, at the national level will be developed.

**Step 4: Practical work:** Support practical work with participants, to practice the gained competences and receive feedback from trainers on possible improvements for future work.

**Step 5: Final report:** A final report on conducted activities and results, including practical work given and assignments receive from participants is prepared.

#### **Target group of the trainings:**

<sup>2</sup> Will among other take into consideration the Guidelines for Development of E-learning Courses published by TACSO 2in February 2013 ([http://tacso.eu/wp-content/uploads/2019/04/E\\_learning-guideline\\_manual9.pdf](http://tacso.eu/wp-content/uploads/2019/04/E_learning-guideline_manual9.pdf)).



- Local CSOs, grass-roots and civic initiatives and movements;
- Big-scale CSOs, regional networks, capacity building providers;
- CSOs working in emergency response, social service providers.

**Time input requested:** Up to 20 working days during April-July 2020.

**Input and location:** Preparation and reporting on the activity will be conducted at the expert's home base.

Activity	Tasks and output	No. w/days	Location	Indicative timeline
Basic online trainings	Design and deliver a minimum of 4 one-day general online trainings in digital and ICT tools for local CSOs and grass-roots in local languages	6	Home-based	End of April – end of May
Advanced online training	Design and deliver 1 specific three-day online training in digital and ICT tools for regional CSOs in English	5	Home-based	Mid of May – mid of June
Practical work	Mentor participants in practical work when applying gained knowledge and skills	2	Home-based	May-June
Manuals on digital and ICT tools for CSOs	Design and deliver follow-up manuals: Two-pages on general digital and ICT tools in local languages with mapping of existing sources of support to access and use of digital and ICT tools at national level	6	Home-based	May – June
Final report	Prepare final report on conducted activities and results, including evaluation feedback and practical work given and assignments received from participants	1	Home-based	Beginning of July
<b>TOTAL</b>		<b>20</b>		

**Key outputs of the assignment:**

- Refined and adjusted proposal of the overall approach and methodology (content and methods);
- Designed and delivered four one-day trainings in basics of digital and ICT tools for civil society in local languages. Make available training course materials (primarily PPP) to EU TACSO 3 responsible experts prior to running each on-line training at least 2 working days in advance for approval and finalized materials after delivery of on-line segment;
- Designed and delivered one three-day training in advanced skills for the use of digital and ICT tools for civil society in English. Make available training course materials (primarily PPP) to EU TACSO 3 responsible experts prior to running the on-line training at least 2 working days in advance for approval and finalized materials after delivery of on-line segment;
- Designed and delivered manuals to CSOs on how to use digital tools (two-pagers for basics in local languages);
- Prepared final report on conducted activities and results, including evaluation feedback and specific segment devoted to examples of practical work given and assignments receive from participants.

**Project management:** The experts will report to the Team Leader, Capacity Building Expert and GDSI Project Director.



**Expertise requirements:**

The service provider should have the following educational background and professional experience:

For individual trainers:

*Qualification and skills:*

- University degree in social sciences, non-profit management, education, political science, international relations, EU studies or equivalent (i.e. 8 years of professional experience following secondary education);
- Excellent presentation and communication skills, oral and written;
- Fluency in English and local languages (preferably native speaker) in which the particular training is to be delivered.

*General experience:*

- At least 5 years of professional experience in delivering capacity building support, including capacity needs assessment, design, delivery and evaluation of trainings and manuals to CSOs (the list of similar assessment tasks to be included in the CV);
- In-depth understanding of the state of civil society in the Western Balkans and Turkey, including the external environment and the internal CSO capacities.

*Specific experience:*

- At least 3 years of practical experience in designing and delivery of trainings in digital tools, primarily for civil society;
- At least 1 equivalent assignment in developing manuals, toolkits etc.;
- Proven advanced knowledge on civil society capacity development approaches and initiatives, as well as ongoing trainings at the regional level, EU and/or international level;
- At least one equivalent assignment in working with small-size, community-based organisations and grassroots;
- Experience of working with/in Western Balkan countries and Turkey is an advantage.

Additional requirements for organisation/agency and group of trainers:

- Defined mission and portfolio or programme package devoted to capacity building of civil society (in case of organisation/agency);
- At least 1 prior joint group assignment in the field of capacity development (in case of group of trainers);
- At least 5 years of track record of delivering trainings to CSOs, particularly in digital and ICT tools and related fields.

One of the proposed experts should be nominated as team leader and contact person for the assignment.

Interested applicants are required to submit before 17CET April 30, 2020 by email: [welcome@tacso.eu](mailto:welcome@tacso.eu):

- Technical Proposal including: methodology; plan and timeline of implementation;
- CVs of individual trainers that will deliver specific tasks, incl. designation for the team leader/contact person for the assignment;
- Financial offer (price/per man-day).

**Language requirements:**

Assignment is expected to be delivered in English and in local languages of the Western Balkans and Turkey. Reporting, communication and coordination with EU TACSO 3 is to be conducted in English.