



Terms of Reference

Title:	Assignment to conduct regional needs-based capacity building training for managers of Institutions of adult learning and education (IALE) based on Curriculum ManagerALE
Countries	Armenia, Georgia, Republic of Moldova, Ukraine
Overall timeframe:	16 - 21 October 2023

Introduction

DVV International is the Institute for International Cooperation of the Deutscher Volkshochschul-Verband e.V. (DVV), the German Adult Education Association. DVV represents the interests of the approximately 900 adult education centres (Volkshochschulen) and their state associations, the largest further education providers in Germany. As the leading professional organisation in the field of adult learning and education (ALE) and development cooperation, DVV International has committed itself to supporting lifelong learning for more than 50 years. DVV International provides worldwide support for the establishment and development of sustainable structures for youth and adult education.

DVV International finances its work through funds from the German Federal Ministry for Economic Cooperation and Development (BMZ), the Federal Foreign Office, the European Union, etc.

In concert with national, regional and global adult education associations, DVV International promotes lobby and advocacy work for the human right to education and for lifelong learning. To achieve this, its particular focus lies on contributions of Adult Learning and Education to the Agenda 2030, its SDGs and ongoing policy and advocacy processes in Europe and worldwide.

In 2022 at the Regional office “Eastern Neighbours” of DVV International a regional project had started, covering six countries in Europe: Armenia, Bosnia and Herzegovina, Georgia, Kosovo, Republic of Moldova, and Ukraine. Its main objective is to improve policy frameworks for Adult Learning and Education (ALE) and to strengthen IALE's contribution to the implementation of SDGs based on best national and regional practices, experience and good international expertise.

Background information

During the past years DVV International had developed in-house tools¹ for supporting and developing Institutions of Adult Learning and Education in partner countries worldwide:

¹ DVV International ALE-Toolbox: <https://www.dvv-international.de/en/ale-toolbox>

*Curriculum GlobALE*² – for professional training and development of teaching staff involved in ALE; *Curriculum InstitutionALE*³ – a referencing tool for the organisational development of partner structures, and *Curriculum ManagerALE*⁴ for training and further development of managers of Institutions of Adult Learning and Education.

Establishment and strengthening of IALEs following the model of the German VHSs (*Volkshochschulen*; in English – Folk High Schools) had been a priority for DVV International for many years. The first IALE in the Eastern Europe had been established in Georgia back in 2006. Up to this day more than 20 IALEs in Eastern and South-East Europe were established within the support programmes of DVV International.

Objective

Within the Regional project, DVV International aims to design and implement needs-based capacity building activities for the managers of IALEs from Armenia, Georgia, Republic of Moldova and Ukraine using Curriculum ManagerALE.

At a first stage a needs assessment was conducted with selected 12 IALEs from four countries of the project to identify current needs of IALE managers, reflect on their priorities and challenges, and to generate ideas for capacity building activities that could help the centres to continue to develop. As the result, along with capacity building trainings on the national level, one of the activities for developing the managers and leaders of IALEs in the four countries is the Regional needs-based capacity building training for managers of IALE based on Curriculum ManagerALE, planned for October 2023. Outlined topics are a result of identified capacity building needs, recommendations and consultations with respective Country and Regional Directors of DVV International offices.

The Regional capacity building training will focus on selected topics of the two of six modules of Curriculum managerALE. Below you will find the list of them:

Module 2: Needs Assessment and Strategic Planning (for 2,5 training days)

- Strategic planning. Vision and goal.
- Goals and objectives. Strategic plan, annual plan and activity plan.
- Milestones, key targets, and strategic plans. Steps of strategic planning.
- Updating and adapting strategic plans.
- Feasibility analysis.
- Monitoring and evaluation.

Module 3: Internal Management and Leadership Skills and Competencies (1 training day)

- Management as a process of planning, organising, staffing, directing, coordinating, budgeting, and controlling (but also empowering).
- Management vs. leadership
- Management types: Role of the Directors in change management; Introduction to agile management.

² <https://www.dvv-international.de/en/ale-toolbox/teaching-and-training/curriculum-globale>

³ <https://www.dvv-international.de/en/ale-toolbox/organisation-and-management/curriculum-institutionale>

⁴ <https://www.dvv-international.de/en/ale-toolbox/organisation-and-management/curriculum-managereale>

The objective of this assignment is to plan, develop and implement a four-day training for IALE- Managers from Armenia, Georgia, Republic of Moldova and Ukraine based on the topics outlined and description within Curriculum managerALE Modules 2 and 3. The assignment can be carried out by an international trainer or a team of trainers with experience in the organisational development of adult learning and education institutions. The Regional training will take place in Ureki, Georgia on 16-21 October 2023. Working language will be English with simultaneous interpretation into Russian and Georgian (vice-versa).

Tasks

The trainer team is expected to accomplish the following tasks within the present assignment:

- Preparation of a detailed work plan for developing the training programme, including materials, presentations, proposed training methodologies in-line with ALE-principles;
- Design of the entire process of the training implementation within four days in Georgia;
- Assignment of tasks to the participants before, during and after the training (presentation of good practices, preparatory work etc.);
- Organisation of the training evaluation process;
- Report on the training implementation to DVV International.

Timeframe

The workshop on selected topics of the Modules 2 and 3 is foreseen to be completed within four working days between 16-21 October 2023. The trainer team can define and propose (in financial proposal) the number of working days, needed for the performance of the described above tasks.

Qualification requirements of applicants

- Proficiency and extensive experience in defined topics of Modules 2 and 3;
- Knowledge of, experience and proven work experience in planning and implementation organisational development/capacity building activities of IALEs or similar learning facilities;
- Experience working in international contexts;
- Understanding of ALE and specifics of IALE would be an asset;
- Excellent communication skills in English. Knowledge of one of the languages of the region (Armenian, Georgian, Romanian, Ukrainian or Russian) is an asset.

Application Procedure

Trainers or team of trainers participating in the tender should send their application package by **6 September 2023** the latest. Late submissions will not be accepted.

The Application package should include the following documents. Please make sure to comply the provided requirements below and use the **annexed templates**:

- CV(s) of person(s) to be involved in the assignment in English (Please use the template.
- Technical proposal covering the following aspects:

- Narrative overview of motivation to participate in the tender and with a demonstrating clear understanding of the task.
- Detailed description of the approach for developing the training programme for preparation.
- Work plan, including detailed proposed steps including dates and deadlines to implement the assignment.
- Detailed description and prove of the experience in implementing previous similar organisational development/capacity building trainings in similar contexts.
- Financial proposal including the number of working days, needed for the performance of the described above tasks and its rates (Please use the template provided).

Interested applicants send their application package in electronic form in English language to:

- Levan Kvatchadze, Regional Director for the “Eastern Neighbours” region.
Email: kvatchadze@dvv-international.de;
- Dr. Thomas Lichtenberg, Regional Director for Caucasus and Southeast Europe.
Email: lichtenberg@dvv-international.de;
- Ravshan Baratov, Head of the Regional project “Eastern Neighbours”.
Email: baratov@dvv-international.md.

Evaluation criteria of proposals

The proposals will be assessed according to the following criteria:

- Qualifications of the candidates (counts one third) (based on criteria mentioned above);
- Technical proposal (counts one third) (based on criteria mentioned above; all of the above-mentioned criteria for technical proposals will be taken into account);
- Financial proposal (counts one third) (best cost-service relation; please consider the envisaged total number of working days).

DVV International Regional Office for “Eastern Neighbours”

Currently based in Chisinau, Moldova