**Call for Proposals
to Develop and Deliver the Blended Course on Leadership
for Civil Society Organisations**

This blended course is commissioned within the framework of the EU funded project **Eastern Partnership Civil Society Facility – Regional Actions** (www.EaPCivilSociety.eu) (hereinafter referred to as **the Project**). The Eastern Partnership (EaP) is a joint policy initiative between the European Union and its six Eastern neighbours: Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine.

1. About Eastern Partnership Civil Society Facility – Regional Actions project:

The overall objective of the *EaP Civil Society Facility – Regional Actions* project is to strengthen and promote civil society's role in reforms and democratic changes taking place in the Eastern Neighbourhood countries, through increased participation in the fulfilment of Neighbourhood Policy objectives.

The Regional Technical Assistance project is meant to act as integrator and capitalisation centre, creating synergies between the various bilateral and regional initiatives for civil society and contributing to the replication and sustainability of their results.

The Project is structured around the following results areas:
- mapping studies and other research at the request of EU Delegations in the EaP region;
- e-learning for and training of civil society organisations (CSOs);
- hackathons and digital tools for citizen participation;
- Eastern Partnership Civil Society Fellowships for young civil society leaders from the region;
- promoting the positive role of CSOs in the democratic changes in their countries; and
- providing other type of ad-hoc support to EU Delegations in the countries (EUDs) and civil society organisations (CSOs).

The project is funded by the European Union and is implemented by the consortium led by GDSI Limited.

Terms of Reference

2. General background of the assignment:

Leadership skills (enabling trust, setting goals, aligning systems, unleashing team members' potential, etc.) are crucial for CSO leaders to reach better results through their organisations/projects/initiatives.

As shown by scoping missions in the EaP countries and regular contact with civil society organisations and representatives, CSO leaders in the EaP countries tend to be self-educated as leaders and would generally need a professional well-structured training course to unleash their full potential. In many cases, the autocratic management style of managers, the inability to delegate responsibility and authority creates a real danger to the development and effectiveness of organizations. For example, our Moldovan study shows that the head of the organization takes more than 20% of all decisions alone, without consulting staff or other members of the organisation. A huge problem for regional

organizations is the lack of elected boards of directors and other similar governing bodies. Also, the problem is the constant absence in most organizations of a modern human resource management system. Most civil society leaders recognize that their respective knowledge and skills need to be systematized and improved when it comes to leadership. Most civil society leaders are aware that the educational products offered in the region aimed at developing leadership qualities are focused primarily on business, are expensive and do not provide the necessary knowledge to work with civil society organisations and CSO projects. Also, the majority of civil society leaders surveyed are confident that they need educational products that are targeted specifically to the region and their country.

Although there is a plethora of online and traditional leadership courses and a growing number focus on NGO management, there is a very limited number of courses on leadership adapted to the realities of the Eastern Partnership countries and available to CSOs leaders from the region. The majority of courses available are generally academic in nature and mostly with a focus on civil society in the UK and US. There is a lot of focus on issues such as the role of Boards in organizations, not likely to be relevant for smaller organization from the EaP region. Most courses do not offer additional support such as tutoring or coaching.

As part of the e-learning component mentioned above, the Project now seeks to develop a blended course on leadership for civil society organisations, with a strong focus on leadership in civil society in the EaP region.

3. Contracting authority

The Contracting Authority for this assignment is the *EaP Civil Society Facility-Regional Actions* project, being implemented by the consortium led by GDSI limited (www.gdsi.ie).

4. Project Counterpart

DG NEAR, European Commission.

5. Objectives of this Blended Course

The overall objective that the course seeks to achieve is to improve the leadership skills of CSO leaders in the Eastern Partnership countries, enabling them to collaborate more effectively with others (such as their own teams, external stakeholders, donors, service providers etc.), better organise their teams so as to reach better results, and apply the newly acquired skills to real-life situations.

The course is meant to strengthen the leaders' capacities, provide them with useful tools for further organisational development and allow for exchange of best practices with colleagues from other EaP countries.

The proposed general approach for the course is:

- **Practical and modern / up-to-date leadership style**, considering the specificity of CSO work;
- **Blended**, combining online elements with leadership retreats;
- **Face-to-face interactions** with coaches and trainers (during the leadership retreats);
- **Guided**, with customized support throughout (offered online by of the coaches and trainers to

all course participants).

The following indicative modules are proposed for integration into the course:

- **Starting point: more self-awareness** and better understanding of the individual **leadership style.** A self-assessment tool of leadership skills is proposed to be used at the beginning and / or end of the course.
- Module 1: **Understanding the people you lead and adapting your leadership style** (leader typology, weaknesses and strengths of different types of leaders – all adapted to the context of civil society organisations, etc.)
- Module 2: **Managing and motivating teams**: triggers of individual motivation in the context of civil society work, developing motivation and commitment in CSO teams, cultural differences in motivation, adapted to the Eastern Partnership region;
- Module 3**: Developing negotiation skills**: main theories on negotiation, developing practical strategies for negotiation; applying different strategies to various stakeholders relevant for civil society organisations (such as partners, donors, national and local authorities, beneficiaries, etc.);
- Module 4: **Conflict resolution and building trust** (including leader accountability in a civil society context);
- A module on **female leadership** looking at the particular challenges of women leaders. This module will be optional for participants.

On completion, knowledge acquisition shall be checked against an output that effectively measures learning outcomes, for example participants may be asked to design an organisational development plan / programme for their organisations, or draft new policies / procedure making the work of their organisation more efficient.

The course shall integrate **an initial pre-assessment** of the participants' leadership styles and skills, which is likely to increase motivation and allow for the course to be more customised/personalized, and a **post-training skills assessment**, which will showcase achieved results, as well as allow for post-training evaluation.

The proposed approach is to have an indicative number of up to **two leadership retreats**, one after Module 1 and Module 2 and another after Module 3 and Module 4. The leadership retreats will include face-to-face trainings building on the online modules detailed above. Each leadership retreat is estimated to last around 2.5 – 3 days (half of the time being dedicated to more 'standard' face-to-face trainings and the other half to other professional development activities, such as role playing or interaction with a professional coach). **Please note that all logistical expenses related to the organisation of the face-to-face trainigs and retreats (including travel costs for participants) will be reimbursed at cost.**

Whereas the online module will also include a theoretical introduction to the discussed topics, the face-to-face trainings will focus on more practical discussions, as well as individual and collective exercises. In addition, face-to-face trainings/ leadership retreats will allow participants be supported by **a professional coach.** The professional coach(es) will organise one-to-one sessions with participants to help them with a better understanding of their personal leadership style, as well as with further professional development based on discussions of concrete situations faced by participants in their daily work.

When the detailed curriculum for the course is developed by the service provider, the Project team will agree with the selected service provider which part for each of the modules is better suited for the online medium.

All content will be developed in English, with translation / interpretation into Russian, when deemed necessary.

6. Target audience for this Blended Course

The target audience of the Blended course is CSO Leaders, activists and volunteers, projects' leads, social start-up leaders, social entrepreneurs, other relevant groups from the six Eastern Partnership countries (Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine).

7. Scope of Work

The assignment has the following steps:

I. **Prep work:** Participants' Leadership Skills Pre-Assessment before the training – report presenting a brief comparative analysis of readily available solutions from HR/profiling companies and recommendations on what to purchase. If an off-the-shelf solution is not available, the service provider will elaborate a questionnaire for prospective participants and the training materials will then be adapted according to the Pre-Assessment Report. The service provider will also be asked to propose a methodology for measuring the learning outcomes / impact / achievement of the course objectives.

II. **Leadership Course Development and Delivery:**

- Development of the methodology and curriculum, including decision on the content that will be presented online;
- Development and production of the online part:
  - An Introduction / promotional video / presentation / other type of content – What are Modules about? Expectations
  - Learning modules aiming to develop a new mind-set/skillset, provide new toolset:
    Each module should consist of the following parts:
    o Knowledge transfer - Video/audio presentation / other type pf content;
    o Activities/Practicing/Group Discussions (webinars);
    o Recommended materials for self-learning;
    o Self-Assessment/Next steps;
    o Reflection/Feedback.
- Selection / confirmation / preparation / appointment of coaches;
- Detailed work plan and training schedule for the leadership retreats;
- Preparation of content for the leadership retreats and face-to-face trainings;
- Translation into Russian of all materials, including subtitles for videos or interactive parts of the course;
- Logistical preparations for the leadership retreats, including interpretation, if needed (potentially through a separate event management company);
- Organisation of the leadership retreats;

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- Follow-up with all participants (detailed professional development plans);
- Developing the final assignment for participants.

The Participants having successfully completed all modules will receive a completion certificate.

III.   Post-training activities:

- Post-training skill assessment to measure leadership capabilities shift (self-assessment; peer-to-peer/ external partner assessment, etc.)
- Evaluation of the course and report preparation;
- Moderation of further exchange/support/ skill development;

8.   Key outputs of the Assignment:

The expected outputs of the assignment are as follows:

- Detailed methodology and curriculum for the blended course, to be developed and commented by the Project team.
- For the online component of the course:
    - Set detailed learning objectives. A learning objective is an expected outcome of each lesson/unit and, overall, what participants should be able to do by the end of the lesson/module.
    - Draft an instructional design plan: assess different approaches for the online part (storytelling, discovery learning, situational learning etc).
    - Storyboard the content (provide a rough, visual outline that helps map out how text, pictures, and other elements will look on a page)
    - Assess different technological options (what authoring tools and learning management systems could be used).
    - Prototype the online course (a prototype should define the representative look-and-feel and functionality of the entire course).
    - Create the course on the chosen online platform.
    - Provide moderation and tutoring for the course participants – tentatively for around four months (during which the course will be delivered).
- Detailed work plan and training schedule for the leadership retreats (including the related face-to-face trainings);
- Professional / leadership development plans for each participant (to be produced by participants with feedback from the coaches);
- Training materials covering the entire curriculum, including a Resource Library;
- Elaborated criteria for measuring learning outcomes;
- Participants' final project assessment and the methodology of selection;
- Evaluation of participants' final projects;
- Create and manage the Closed Facebook group or forum for course participants for peer-to-peer support and interaction;
- Tutoring throughout the duration of the online course (active tutoring is expected, as well as live Q&A sessions (webinars) between the learning modules); as well as the moderation.
- Final report, including lessons learnt and recommendations.

9. Expected outcome:

Targeted civil society representatives from the Eastern Partnership countries improve their leadership skills, collaborate more effectively with others and organise their teams better.

10. Indicators of achievement:

- An estimated number **of 20-25 CSO activists** from the Eastern Partnership countries take the course;
- At least **75% of enrolled participants** complete the course and obtain the completion certificate;
- In general, participants provide positive feedback on the course and **at least 50% of those having completed** it consider it has helped them in their daily work (as per feedback surveys).

Participants' leadership skills as assessed in pre/post-training assessment, as well as by the coaches, show an improvement of their understanding of their leadership style and of their knowledge on leadership related issues.

11. Project Management:

The organisation contracted to implement this assignment will work closely with the Team Leader and the KE2 on e-Learning of the project on the content of the course and specific technical capabilities of the course and will report to the Team Leader on the implementation of the assignment.

In addition, a **Senior Non-Key Expert** will be in charge of the co-ordination of the blended course on leadership and will ensure constant quality check, independently reporting to the Team Leader and e-learning key expert.

12. Indicative timeline:

The assignment is planned to start **in January 2020 and last until September 2020**. The breakdown below should be taken **just as an indication** of when the main activities are expected to take place:
- Preparatory work: January – February 2020;
- Development of methodology and curriculum, development and production of online modules, preliminary logistical preparations for the leadership retreats: February – May 2020;
- Launch of the course: tentatively in May 2020;
- Delivery of module 1 and 2: tentatively in May 2020;
- Organisation of first leadership retreat (with the corresponding face-to-face trainings): tentatively in June 2020;
- Delivery of module 3 and 4 (and module on female leadership): tentatively in July 2020;
- Organisation of second leadership retreat (with the corresponding face-to-face trainings): tentatively by the end of July 2020 / beginning of August 2020;
- Post training activities: September 2020.

The Contractor **shall propose a detailed schedule for the delivery and completion of the assignment**.

13. Eligibility criteria:

Interested organisations should have the following professional experience: instructional design, curriculum development, course development, development of e-learning modules / courses. The organisations should have relevant experience in the EU or Eastern Partnership countries (Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine) and have proven work experience with private sector, government agencies and CSOs.

14. Language requirements:

The primary language of the assignment is English. Materials produced for the course will have to be professionally translated into Russian. Depending on participants' needs, interpretation EN-RU-EN might be required for the face-to-face interactions.

15. Expressing Interest:

The maximum value of the assignment is EUR 111,000.00.

Interested organisations are invited to apply to express their interest by writing to: welcome@EaPCivilSociety.eu with the following information in **2 files**:

Technical Proposal (in 1 PDF file):
1. RATIONALE: Any comments you have on the description of the assignment for the successful execution of activities, in particular regarding the objective and purpose, thus demonstrating the degree of understanding of the assignment. An explanation of the risks and assumptions affecting the execution of the assignment.
2. STRATEGY: An outline of the approach proposed for the assignment implementation. A list of the proposed tasks considered necessary to achieve the objectives, their sequence, duration, proposed inputs, and outputs to be produced.
3. EXPERT(S): Profile(s) and CV of expert(s) proposed for the implementation of the assignment. Justification for engagement of proposed expert(s).
4. TIMETABLE OF WORK: The timing, sequence and duration of the proposed tasks, taking into account travel time. The identification and timing of major milestones in executing the assignment. The expected number of working days required.
5. PRESENTATION of organisation's experience on similar assignments. **At least 5 relevant references should be provided within the last 5 years.**
6. EXAMPLES of previous similar work.

Financial Proposal (in 1 MS Excel file):
7. ITEMISED BUDGET requested for this assignment. **Please note that all logistical expenses related to the organisation of the face-to-face trainigs and retreats (including travel costs for participants) will be reimbursed at cost.**

16. Applications evaluation:

The selection of the Contractor for this assignment will be done in accordance with the Quality and Cost Based selection method. The best price-quality ratio is established by weighing technical quality

against price on an 80/20 basis.

Criteria, sub-criteria, and point system for the evaluation of the applications points:

1. Rationale	5
2. Strategy	25
3. Expert(s)	30
4. Timetable	5
5. References (at least 5 relevant references of similar assignments)	25
6. Specific experience of the Consultant relevant to the assignment	10

Sub-contracting is allowed for the organisation of leadership retreats. Several companies can submit a proposal in partnership. When several entities are involved, a clear division of tasks and roles should be described in the strategy. Inviting independent experts for co-operation on this assignment is not considered subcontracting.

Successful applicants will be invited for contract negotiation.

17. Deadline:

The deadline for submitting the applications is **January 20, 2020 at 12:00 CET** by e-mail to welcome@EaPCivilSociety.eu

Interested organisations can request clarifications on this assignment by writing to the above address up **to 13 January, 2020 before 12:00 CET**.