**TERMS OF REFERENCE**

**Facilitating Partner NGO(s):**

**Mobilization, training to targeted youth and technical support on sub-grants implementation**

**Contract Identification No.: M4Y-2-CS-QCBS**

**Municipalities for Youth in Kosovo Project**

1. **Background**

The Government of Kosovo (GoK) has received a grant in the amount of US$ 2.79 from the Japan Social Development Fund, administered by the World Bank, to support socioeconomic inclusion of marginalized youth in Kosovo. The grant is being implemented by a Project Management Unit (PMU) in the Ministry of Local Government (MLG). The Municipalities for Youth (M4Y) in Kosovo project aims to improve cooperation and trust between youth and local governments by enabling local governments to address youth socioeconomic needs through better-targeted youth initiatives and services. Building on the Municipal Performance Management System (MPMS) – a performance-based incentive grant system implemented by MLG to provide financing for municipal capital investments, the M4Y project will earmark funds to selected municipalities for youth-driven and youth-selected subprojects with the purpose of improving the delivery of youth-related small infrastructure and services at the community level.

The M4Y is predicated on a demand-driven approach to local youth programming. All initiatives prioritized for funding will be identified by youth through a participatory planning process that involves targeted beneficiaries, community stakeholders and local governments. **The objective of the M4Y is to improve the socioeconomic inclusion of at least 3,000 marginalized youth in vulnerable communities in Kosovo through youth-driven civic engagement and skills building activities.** The project will be implemented in minimum 10 municipalities across Kosovo and include municipalities from minorities. Within selected municipalities, the project will target about 50 vulnerable communities to benefit from the positive and productive engagement of local youth. The project will complement the IDA-funded Connecting Youth Project (CYP) with a proposed budget of US$20 million. The two projects will have geographical overlap in 10 municipalities (CYP will cover all 38 municipalities), coordinated outreach activities and M&E systems with aligned indicators.

The project is structured around 3 components, implemented over a period of 3 years. The project is designed around principles of inclusion and gender equity and will therefore seek to empower marginalized youth and women to participate. Component 2 is the subject of the current Terms of Reference.

**Component 1: Subgrants for Youth-Driven Community Development Initiatives** finances subprojects prioritized by youth to improve youth-friendly facilities and services. The component will finance two rounds of subgrants to establish youth-driven community development initiatives that support youth inclusion and livelihoods at the community level. Through these subgrants, the project will finance about 200 youth-driven initiatives. Through these community-level activities, minimum 5,000 youth will gain greater access to youth-related services or community infrastructure. This component will also finance an objective community needs and mapping assessment to identify target communities.

**Component 2: Youth Stakeholder Training** will support youth mobilization, skills development, training, and coaching activities to support the engagement of young women and men in the subgrants described in Component 1. This will include: (i) community mobilization and outreach activities; (ii) soft skills training and project preparation/management training for youth in target communities; (iii) technical support for youth groups and CBOs; and (iv) follow-up support for youth throughout subproject implementation, including opportunities for work experience.

**Soft skills training and proposal development**. The contracted Facilitating Partner NGO(s) (FP-NGOs) will hold soft skills trainings for a cohort of 150 young women and men (in each municipality per cycle) on leadership skills, creativity, conflict mediation, communication, and team work. The cohorts will also receive project development trainings, which will focus on community mobilization, subproject preparation (including design, beneficiary targeting, budgeting, and communications) and implementation (procurement, financial management (FM), and M&E) and introduce best practice approaches in gender-equity, citizen engagement, and climate-smart solutions. Training curricula will be developed through participatory approaches to ensure demand and applicability of soft skills to the Kosovo labor market. This training will provide the entry point for youth beneficiaries interested in elaborating subproject proposals with guidance from the FP-NGO(s).

**Implementation, monitoring and social accountability**. FP-NGO(s) will provide ongoing support to youth groups/CBOs to ensure effective subproject implementation. A minimum of 500 youth will be engaged in volunteerism on subprojects or in municipality placements. Volunteers will receive a certificate recognizing their work and a daily stipend from FP-NGO(s) to reimburse their travel and other costs. This component will also finance the project’s participatory monitoring activities organized by FP-NGO(s). This includes training of youth monitors and all logistics required to conduct project monitoring and social accountability activities, including regular field visits, social audits through community exchanges and municipal forums aimed at providing transparency in subproject implementation.

**Disruptive technology**. FP-NGO(s) will identify innovative technologies for delivering training, organizing volunteering activities and facilitating subproject implementation support to enhance access to project benefits, facilitate online youth engagement, and develop critical thinking skills among participants.

**Component 3: Project Management and Administration, Monitoring and Evaluation, and Knowledge Dissemination** will cover the costs of a PMU, establishment of operational support mechanisms (MIS), travel, telecommunications, printing and other office expenses, processes to respond to beneficiary feedback, as well as managerial oversight and external audits.

1. **Objective of Assignment**

Youth programs in Kosovo tend to reflect donor or line ministry priorities with local governments remaining on the investment decision making for youth. The Municipalities for Youth (M4Y) in Kosovo Project will enable municipalities to directly address youth socioeconomic needs through earmarked funds to selected municipalities for youth-driven and youth-selected subprojects. This approach will increase cooperation between youth people, communities and municipalities, ensure local ownership and promote the sustainability of youth programming. To strengthen participating municipality’s youth orientation and youth’ capacity to design and implement community development initiatives, M4Y component 2 implementation will be supported by Facilitating Partner NGO(s) as described in this TOR.

The objective of this assignment is to carry out outreach campaigns, youth training and mentoring, capacity building for municipal staff, social accountability, and provide facilitation support to subprojects in selected municipalities. The FP-NGO(s) will work closely with the MLG PMU, staff assigned by municipalities to support youth and M4Y community and subproject volunteers throughout the community subproject cycle. The FP-NGO(s) are likely to consist of one **leading FP-NGO** (large, national/international NGO) with multiple **regional FP-NGOs** (small, preferably regional or local NGOs) . The regional FP-NGOs can be sub-contracted or be part of a FP-NGOs consortium. The leading NGO will be responsible for development of mobilization procedures, training curriculum, communication material and follow-up support guidelines to be implemented consistently by the smaller NGOs. The FP-NGO(s) will provide this support in accordance with the procedures outlined in the project operations manual (POM).

1. **Scope of Work**

To achieve the above objectives, the scope of work for the FP-NGO(s) will focus on three areas of activity: 1) preparation and mobilization support; 2) development of curriculum and training; and 3) implementation support and coaching to youth groups and municipality staff. These activities will be undertaken in the framework of Component 2, including the mobilization process, skills development, through subproject development and implementation support in targeted vulnerable communities. Specific tasks will include:

1. **Preparation and Mobilization Support**

The following table summarizes the activities and outputs related to FP-NGO(s) support for outreach activities, orientation, and baseline survey. This activity is described in detail in the POM section 3.2.

|  |  |  |
| --- | --- | --- |
|  | **Activities** | **Outputs/Deliverables** |
| * **Outreach and Mobilization**
 | * Develop strategy for mobilization of hard-to-reach youth for inclusion in POM
* Support for updates to gender action plan in POM
* Conduct outreach campaigns in line with Training of Trainers (TOT) manual and POM procedures
* Recruitment of community influencers
* Facilitate the participation of hard-to-reach youth in participatory needs and mapping assessment
* Develop a visual brand (logo) for the project involving youth in the process
* Prepare communication materials for mobilization campaigns
* Prepare content for the M4Y website
 | * Recommended strategy for mobilization of hard-to-reach youth included in POM
* Recommended changes to POM to advance gender inclusive procedures prepared
* Report on community orientation and youth network mobilization meetings, and social and mass media campaigns completed
* 1-2 community influences recruited per community
* Community profiles completed for target communities
* Proposals for project logo submitted
* Communications material produced
* Newsfeed, stories of success, etc prepared for publication on M4Y website
 |
| * **Training Application Support**
 | * Assist youth with application procedures and logistics
 | * Minimum 150 youth per municipality apply annually to participate in training
 |
| * **Baseline Survey**
 | * Collect baseline data from applicants in line with methodology provided in Monitoring and Learning Framework
* Baseline data verified at training entry
 | * Baseline data collected and inserted in Management Information System (MIS)
* Unique beneficiary profiles created
 |
| * **Subproject Preparation**
 | * Facilitate youth group formation and identification of youth leaders
* Youth leaders coaches on a regular basis during subproject development process
* Support preparation of technical specification/detailed design and beneficiary design verification
* Review subproject proposals for eligibility
 | * Youth groups formed and one youth leader identified per group (youth leaders trained in leadership skills as part of volunteering training)
* Mentors assigned to youth leaders and regular coaching provided
* Technical specifications/detailed designs reviewed by FP-NGO(s)
* List of eligible subprojects submitted to Subgrant Evaluation Committee (SEC)
 |

1. **Curriculum Development and Training**

The following table summarizes the activities and outputs related to FP-NGO(s) curriculum development and provision of training.

|  |  |  |
| --- | --- | --- |
|  | **Activities** | **Outputs/Deliverables** |
| 1. **Training of Trainers**
 | * Development of training curriculum for mobilization, training approaches per target group (general youth, youth leaders, youth monitors municipality staff), and subproject preparation and implementation process in accordance with POM
* Deliver training to local FP-NGO staff
 | * Training curricula/manual for mobilization, training approaches, and subproject preparation and implementation developed and approved by MLG/WB
* Trainings delivered, Year 1
 |
| 1. **Soft Skills & Project Management Training**
 | * Development of demand-driven training curriculum for soft skills and project management in accordance with the POM
* Deliver training to two youth cohorts (ages 15-18 and 18-24)
* Provide all training logistics, including food and transport to beneficiary youth
 | * Training curricula/manual developed and approved by MLG/WB for soft skills and project management
* Training delivered to 3,000 youth in 10 municipalities, Years 1-2
* Training logistics delivered according to youth needs
 |
| 1. **Monitoring and Social Accountability**
 | * Development of training curriculum for participatory monitoring and social accountability in accordance with the POM (field visits, social audits, municipal forums)
* Deliver training to local FP-NGO staff, MLG PMU and Youth Monitors (YMs)
 | * Training curricula/manual developed and approved by MLG/WB for participatory monitoring and social accountability
* Trainings delivered to FP-NGO staff, MLG PMU and YMs, Year 1
 |
| 1. **Community and Subproject Volunteering**
 | * Development of training curriculum for community and subproject volunteers (including youth leaders) in accordance with the POM
* Selection of subproject volunteers and creation of shortlist of community volunteers
* Development of volunteering resource materials
* Deliver training to youth volunteers
 | * Training curricula/manual developed and approved by MLG/WB for subproject and community volunteering
* Volunteering agreements signed with minimum 500 volunteers
* Database of volunteers created
* Resource material for volunteers produced and distributed
* Trainings delivered to youth volunteers, Years 1-2
 |
| 1. **Municipal Capacity Building**
 | * Development of training curriculum for municipal staff on youth support in accordance with the POM and findings of municipal capacity assessment. Modules may include: 1) Municipal obligations according to the Implementation Agreement; 2) Managing subgrants calls for proposals; 3) Developing work programs for Youth Volunteers; 4) Sustainability in local youth programming; 5) Subproject preparation and implementation support; 6) Youth-orientation in municipal services; 7) Procurement procedures.
* Delivering training to assigned municipal staff and local council leaders
 | * Training curricula developed and approved by MLG/WB for municipal capacity building
* Trainings delivered to municipal staff in selected municipalities and local council leaders of selected communities, Years 1-2
 |

1. **Subproject Implementation Support and Coaching**

The following table summarizes the activities and outputs related to FP-NGO implementation support and coaching. It is envisioned that the FP-NGOs’ nature and level of engagement will depend on subgrants size and youth group experience with similar assignments (informal youth groups anticipated to need more support than established youth CBOs). The intensity and nature FP-NGOs support will change over time. Initially during the outreach and training, the FP-NGO(s) will lead the orientation and mobilization activities, training and project development support. However, once youth and municipal staff have undergone training and capacity building, the FP-NGO(s) will serve in a mentoring role to the youth volunteers that will lead the implementation of subproject and municipal support activities. The FP-NGO will also provide support to MLG PMU and youth monitors on processing monitoring forms/data according to M4Y’s Management Information System (MIS).

|  |  |  |
| --- | --- | --- |
|  | **Activities** | **Outputs/Deliverables** |
| **Monitoring and Social Accountability**  | * Develop peer-to-peer network for community volunteers
* Support Youth Monitors and PMU M&E team to conduct regular field monitoring and social audits, and enter data into MIS
* Co-facilitation of annual municipal forums with YMs
* Provide ongoing mentorship to youth monitors
 | * National peer-to-peer networks established based on volunteering assignment
* Monitoring data updated regularly (2-4 times a year) in MIS
* Municipal forums held in each participating municipality annually, results documents and published
* Youth monitors assigned mentors and received regular mentorship
 |
| **Community and Subproject Volunteering** | * Provide on-demand coaching and support to volunteers
* Manage payment of stipends to volunteers
 | * Youth volunteers assigned mentors and received regular coaching specific to their assignment
* Youth volunteers received stipends for time spent volunteering
 |
| **Subproject Implementation Support** | * Assign focal points for each subproject team and develop implementation support plans for them
* Support youth groups/CBOs in development of tender documents and procurement process
* Supervise and monitor Component 1-related contracts
* Support applicants in meeting environmental and social due diligence requirements as per POM procedures
 | * Implementation support plans developed for each subproject team
* Tender documents developed for each subproject
* Subproject progress reports submitted quarterly to MLG PMU
* Completed Environmental and Social Risk Assessment Questionnaire submitted with subproject applications
 |

1. **FP-NGO Teams Structure**

The assignment will be managed by a **Core Team** (CT)within the Leading FP-NGO which will be responsible for the overall work program, curricula development, technology-enabled training and peer-to-peer networks, baseline collection, volunteer management, specialized trainings, etc. The CT is responsible for ensuring consistency and quality across field activities and will submit quarterly subproject progress reports to MLG PMU. The FP-NGO CT is proposed to include the following members:

* 1 Project Manager based in Pristina
* 5-7 Key Experts experienced in the core technical areas of the assignment to develop curriculum; oversee and lead training (training of trainers, municipal staff and community volunteers); and coordinate outreach, volunteering and implementation support. The proposed Experts include:
	+ Mobilization and Communications Expert
	+ Curriculum Design and Instruction Expert
	+ Digital and Networked Technologies Expert
	+ Gender and Youth Inclusion Expert
	+ M&E and MIS Expert
	+ Municipal Capacity Building Expert
	+ Financial Expert
	+ Technical Expert

Implementation of outreach, youth training and subproject implementation support activities will be conducted by **Regional Teams** (RTs) part of smaller regional or local NGOs. To ensure field presence, the FP-NGOs will have regional or local offices aligned with locations of participating municipalities. Each FP-NGO RT will be comprised of a Regional Team Leader, and Community Trainers and Coaches (CT&Cs) commensurate with youth needs as identified in the needs and mapping assessments. Regional/local FP-NGOs will be responsible for overseeing CT&Cs, which will consist of existing regional/local FP-NGO staff and new regional/local recruits. Requirements for CT&Cs include:

* 1. Qualifications and necessary experience on community engagement, youth training and coaching.
	2. Appropriate language skills for the target communities.
	3. The proposed number of CT&Cs is 30-40 (gender balanced).
1. **Facilities and Logistics**

The FP-NGO(s) will be responsible for the following:

* **Office facilities –** Office facilities such as furniture, equipment, computers, laptops, tablets, cell phones, internet connection, internet, telephone, and vehicles for the CT
* **Training and coaching facilities and logistics –** The Leading FP-NGO is responsible for training costs, including provision of training facilities, equipment (laptops, tablets, projectors, posters, manuals, reading material) and logistics (food, transport) which should be included in the financial proposal.
* **Travel costs –** If needed, accommodation, transport and per diem for key experts and CT&Cs not resident in the target municipalities may be included in the financial proposal. Unit rates for payment of accommodation must comply with state standards.
* **Management and Operational cost-** FP-NGO(s) should include reasonable management and operation costs in the financial proposal.
* **Working place and time.** CT&Cs will spend most of their time working with communities, youth groups, volunteers and municipal staff supporting the community mobilization process as well as sub-project preparation and implementation. CT&Cs will have work plans aligned with the community subproject cycle. It is expected that CT&Cs will spend at least 50 percent of their time in project communities.
* **Subproject workspace** –Youth groups with winning subproject proposals will be provided workspace for further design, assessment and implementation of subproject proposals. The workspace must include access to office equipment (computers, internet, printers, telephone, etc.
* **Volunteer stipend**– All subproject and community volunteers will be paid a EUR5 stiped per day of volunteering. FP-NGO(s) will track volunteering attendance and manage payment of stipends.
* **Remuneration fees**: The FP-NGO(s) shall indicate the remuneration fees and the salaries to be received by each CT&Cs in the financial proposal. The FP-NGO(s) shall pay the amount of salaries of and CT&Cs based on the salary rates indicated in the financial proposal and the signed contract.
1. **Reporting and Duration**

The selected FP-NGO(s) will be contracted by the MLG, the implementing agency, based in Kosovo for project implementation period of 36 months with an estimated start date of October, 2020. The projection closing date is January 30, 2023.

1. **Qualification Criteria**

The FP-NGO consortium is expected to have the following key qualifications and the ability to mobilize the Core Team and Regional Teams as described in Section IV. Due to the criteria of experience in diverse technical areas, regions of Kosovo and experience with managing World Bank and/or funding from international financial institutions, the FP-NGO may be one NGO with regional/local partners in project areas or an NGO consortium with relevant geographic/technical expertise and experience and existing local offices in Pristina..

Specific criteria include the following:

* The FP-NGO(s) should collectively have 5-10 years of work experience and demonstrated ability in:
	+ Youth training in soft skills and civic engagement, particularly service learning and social impact innovation
	+ Community-driven development approaches to addressing pressing infrastructure and service needs
	+ Competition based subgrants youth programs
	+ Volunteering programs
	+ Social accountability mechanisms
	+ Youth outreach and mobilization, including youth-centered social media campaign design and implementation
	+ Municipal capacity building, including systems and behavioral change
	+ Technology-enabled peer-to-peer learning
* Familiarity with global, regional and local best practice in youth skills development, transition from school to work and civic engagement
* The FP-NGO(s) must have the necessary material and technical base (office premises, vehicles, furniture, equipment, office equipment, communications and others) to ensure the implementation of this ToR.
* The FP-NGO(s) must experience in building local capacity through TOT programs, coaching and back-up support to field staff.
* The FP-NGO(s) should have a track record of implementing community-based and/or civic engagement programs financed by international donors.
* The FP-NGO(s) must have a track record working effectively with vulnerable communities and marginalized youths, including minorities
* The FP-NGO(s) must be able to present a team with the general experience and qualifications outlined in Section IV.
* The FP-NGO(s) must have minim 3 years registration in Republic of Kosovo and have an open bank account in Kosovo, to manage contract funds.
* The FP-NGO(s) must show a good standing financial records for the last two years.
1. **Deliverables, Payment and Reporting**

Reports described below will document FP-NGO(s) delivery of outputs as described in the Scope of Work in Section III and POM Chapter 3. All deliverables must be confirmed as acceptable prior to payment.

|  |  |  |
| --- | --- | --- |
| **DELIVERABLES** | **DUE DATE** | **PAYMENT** |
| **Initiation** |
| * An updated Work Plan is presented (document format agreed with MLG and approved by WB).
* Recommendations provided on insertion/updates to the POM for mobilization of hard-to-reach youth and the promotion of gender inclusive procedures
 | Within 2 weeks after contract signing  | 10% of the contract value |
| **Preparation and Mobilization Support (Year 1)** |
| * Report on completed mobilization activities, including list of meetings held, youth-centered social media campaigns conducted and community influencers recruited
 | Within 3 months after contract signing  | 20% of the contract value |
| * Report on training application support and process with data on selected participants (# of agreements reached)
 | Within 3 months after contract signing |
| * Baseline data collected and inserted into MIS
 | Within 5 months after contract signing |
| * Report on group formation and subproject development support, including list of eligible subprojects
 | Within 3 months after contract signing |
| **Curriculum Development and Training (Year 1)** |
| * Training programs/curriculum described in Section III finalized and approved by the MLG and World Bank
 | Within 2 months after contract signing | 20% of the contract value |
| * Report on Training of Trainers, including adjustments to curriculum based on trainers’ feedback
 | Within 3 months after contract signing |
| * Database of selected volunteers established, volunteer resource material produced and peer-to-peer networks established
 | Within 5 months after contract signing |
| * Report on trained youth, volunteers and municipal staff, including adjustments to curriculum based on participants’ feedback
 | Within 5 months after contract signing |
| **Preparation and Mobilization Support (Year 2)** |
| * Report on completed mobilization activities, including list of meetings held, social media campaigns conducted and community influencers recruited
 | Within 14 months after contract signing  | 20% of the contract value |
| * Report on training application support and process with data on selected participants (# of agreements reached)
 | Within 14 months after contract signing |
| * Baseline data collected and inserted into MIS
 | Within 16 months after contract signing |
| * Report on group formation and subproject development support, including list of eligible subprojects
 | Within 16 months after contract signing |
| **Training (Year 2)** |
| * Report on Training of Trainers, including adjustments to curriculum based on trainers’ feedback
 | Within 13 months after contract signing |  |
| * Database of selected volunteers established, volunteer resource material produced and peer-to-peer networks established
 | Within 17 months after contract signing |
| * Report on trained youth, volunteers and municipal staff, including adjustments to curriculum based on participants’ feedback
 | Within 18 months after contract signing |
| **Subproject Implementation Support and Coaching (Year 1 and 2)** |
| * Report on monitoring and social accountability support in communities, including MIS monitoring data updates, summary of municipal forums, field monitoring and social audits
 | Quarterly after subproject selection | 20% of the contract value |
| * Report on community and subproject volunteering, including list of volunteers per assignment, tasks conducted, hours volunteered, total amount paid in stipends
 | Quarterly after selection of volunteers  |
| * Report on direct subproject implementation support, including overview of tender documents and completed procurement processes, contracts supervised and E&S due diligence requirements met
 | Quarterly after subproject selection |
| **FINAL REPORT** |
| * Final completion report on FP-NGO(s) activities in Year 1 municipalities
 | Within 2 weeks of Phase 4 (small subgrants) and Phase 5 (large subgrants) completion | 5% of the contract value |
| * Final completion report on FP-NGO(s) activities in Year 2 municipalities
 | Within 2 weeks of Phase 4 (small subgrants) and Phase 5 (large subgrants) completion | 5% of the contract value |

The results of FP-NGO(s) activities will be evaluated based on the results and indicators provided for in this ToR. Particular emphasis will be placed on the ability and efforts of FP-NGO on capacity building of municipal staff to independently manage youth-oriented subgrants by the time the contract ends. The FP-NGO(s) will be responsible for evaluating the performance of its staff, including Community Trainers and Coaches. The FP-NGO will report to the MLG through the Project Manager (FP-NGO). All written FP-NGO reports will be in English and sent to MLG with a copy for the World Bank.

Required reports include:

• Monthly and quarterly financial reports[[1]](#footnote-2) within 10 days after the end of each month (the established format will be negotiated during contract negotiations)

• Monthly and quarterly reports on the implementation of M4Y activities within 15 days after the end of each quarter (the established format will be discussed during the negotiations on the contract)

• Reports on the results of completed activities according to the payment schedule

• Regular self-assessment reports of individual consultants and community trainers and coaches (every 6 months).

1. Leading FP-NGO permits and convinces its sub-consultants to allow the Bank and / or persons or auditors appointed by the Bank to check and / or verify their accounts and records, as well as other documents related to the submission of the Proposal, for the provision of the Service and the execution of the Agreement. Any non-compliance with this obligation may constitute prohibited practice, subject to termination of the contract and / or the imposition of sanctions by the Bank (including the determination of disqualification) in accordance with the current procedures for sanctions of the Bank. [↑](#footnote-ref-2)