



## Terms of Reference

Title: Review KPIs and support in development of handbook for managers

Country: Asia Continental

Project number: 8215

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## 1 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 education 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.

The programme of DVV International is financed by Germany's Federal Ministry for Economic Cooperation and Development (BMZ). The current funding period is from 2024 to 2026.

DVV International seeks appropriate candidates to review the Key Performance Indicators (KPIs) and its related tools, develop a comprehensive concept of implementation and support in the development of a handbook for managers of Adult Learning and Education (ALE) centres.

## 2 Background information

Curriculum institutionALE (CI) is a framework for the organisational development of adult education institutions. It was developed to provide guidance for the staff of DVV International worldwide. Curriculum institutionALE offers basic elements for defining goals and criteria for the capacity development of adult education institutions, for collecting reliable baseline data, for designing and implementing the capacity-building process, and for assessing progress. In Jordan, KPIs were developed on the basis of CI in an interactive process with partners of DVV International Jordan. A summary of the KPIs was published in a booklet. Furthermore, additional assessment tools were developed over the years.

Curriculum managerALE (CM) is a modular competency-based curriculum for managers of institutions of adult learning and education. Its content has been carefully selected so that it can be implemented in different cultural and social contexts, even in geographical locations with minimum teaching facilities, in order to provide managers with the necessary components of competencies for effective management. In Jordan, elements of the CM were introduced in 2023 for the preparation of the new partner organizations that DVV International Jordan is cooperating with starting from 2024. Until today, no additional material or tool has been developed on the basis on CM in Jordan.

## 3 Objective of the assignment

The implementation of CI and CM aims at professionalising adult education institutions and managers.

The purpose of this assignment is twofold:

1) Review of already developed KPIs

The existing KPIs give the possibility to assess the development of an ALE institution in a very detailed way. One objective of this assignment is to review them in terms of their structure and logic and simplify them by introducing levels of development. Furthermore, the KPIs should be reviewed in terms of their consistency to already developed assessment tools and to develop comprehensive recommendations/concept towards the usage of the KPIs and its related tools. There might be the need to develop a new tool or transfer the existing ones into other software programs.

2) Development of a handbook

CM and CI are very much interlinked as managers of ALE institutions are mostly responsible for introducing and monitoring the organizational development of their institutions. Based on the first review, a handbook for ALE managers and institutions shall be developed that will guide them in how to use KPIs for the development of their organization.

#### **4 Expected Input / Financial Proposal:**

The indicative number of working days foreseen is 10 to 15.

## 5 Indicative Timetable

The **indicative timetable** for the assignment is foreseen as follows:

- Selection and contracting of study expert/study team: 28th April 2024
- Briefing (online): Beginning of May 2024
- Submission deadline of adjusted concept paper: 20th May 2024
- Integration of comments by DVV International: 27th May 2024
- Reviewing process: June/July 2024
- Development of tools and handbook: July/August 2024
- Draft tools and handbook: 19th August 2024
- Final tools and handbook: 2<sup>nd</sup> September 2024

## 6 Tasks of the expert

The study expert/study team will be requested to fulfil the following tasks:

- Design and planning of the assignment in communication with DVV International;
- Desk study of relevant documentation;
- Design and preparation of KPI reviewing process (with DVV International staff and possibly partners) and related tasks;
- Prepare revised and simplified KPIs with introduction of development levels; give clear recommendations/prepare a concept on the usage of the KPIs and its related tools; possibly adjust or create new assessment tools; develop suggestions and first draft of a handbook for managers of ALE institutions;
- Integrate comments of DVV International and finalize the materials and tools;
- De-briefing session online.

## 7 Right of use

The Principal has the exclusive and unlimited right to use the results fulfilled by the contract. The transfer of this Right of Use is complete with the payment made to the Contractor.

The Contractor has Right of Use permission strictly limited for personal non-commercial purposes. Transfer of the Right of Use to third parties is excluded.

## 8 Contractual Conditions

The legal basis for this contract is provided by the „General terms and conditions for the implementation of Services" (VOL/B). These general terms and conditions are not attached to this contract; however, an exemplary service contract is part of these Terms of Reference for perusal.

## 9 Deliverables

The following deliverables are expected:

- **Concept paper:** The expert will submit a concept paper on how to approach the assignment. The concept paper shall be part of the application and shall be revised after the briefing with DVV International.
- **Briefing:** Attending the online briefing with DVV International Jordan team.
- **Draft reviewed and simplified KPIs with introduction of development levels:** The expert will submit reviewed KPIs that include development levels for easier assessment.
- **Review related KPI tools and adjust or possibly create new:** The expert will review existing tools and adjust them based on the reviewing process. There might be the necessity to develop the rough design of a new tool.
- **Draft recommendations/concept on the usage of the KPIs and its related tools:** Based on the previous outputs, the expert sends recommendations/concept on the usage of the newly revised KPIs and related tools.
- **Develop a handbook for managers of ALE institutions:** Based on the recommendations/concept, the expert develops a handbook for managers of ALE institutions.

All deliverables should be produced **in English** (if possible Arabic translation is an asset) and submitted to DVV International **electronically**.

## 10 Responsible persons at DVV International and logistics

DVV International will be the contracting authority for this study. The main contact persons will be

- DVV International's Regional Director for the Middle East
- DVV International's Country Director for Jordan

## 11 Qualification of the expert

The consultant(s) we are looking for should

- be able to demonstrate sound knowledge of study methods and instruments;
- be an experienced professional in the field of adult education;
- be an experienced professional in organisational development;
- have experience in designing organisational development assessment tools;
- have experiences with stakeholder participation and transparent knowledge management;
- analytical and writing skills;
- fluency in English; knowledge of Arabic will be an asset;
- intercultural competence.

## 12 Application

All candidates who would like to participate in the tender for conducting the outlined study should submit the following documents:

- a) CV(s) of person(s) involved in assignment (please use attached template)
- b) Technical proposal covering the following aspects (maximum of 10 pages):
  - a. Show understanding of the task
  - b. Methodological approach
  - c. Work Plan / steps of implementation
  - d. Consideration of specific requirements of the context of the assignment
- c) Financial proposal (please use attached template).

The offers must be sent **until 13<sup>th</sup> of April (Jordan time)** to the following e-mail address: Barbara Hust (Regional Director Middle East) e-mail address: [hust@dvv-international.jo](mailto:hust@dvv-international.jo)

Late submissions will not be accepted.

### **13 Evaluation criteria of proposals**

The proposals will be assessed according to the following criteria:

- **Qualification of study expert/study team (counts one third)** (based on criteria mentioned above);
- **Technical proposal (counts one third)** (based on criteria mentioned above);
- **Financial proposal (counts one third)** (best price-service relation).