



Terms of Reference

Developing and Implementing Management Training Cycle
for Staff of Non-Formal Education Centers
(Date of Publication: 10 March 2026)

1 Background

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.

Since 2009, DVV International supports the development of non-formal education in Lao PDR. The overall goal of our work is to ensure that a well-managed and resourced Adult Learning and Education (ALE) system, that responds to the needs of learners (youth and adults), is supported by relevant activities and, eventually, established in a sustainable manner. Main partner is the Department for Non-Formal Education (DNFE) of the Ministry of Education and Sports (MoES).

To showcase the potentials of community-based non-formal education, DVV International supports the development of 4-5 Model Centres across the country. Capacity Development of the staff was identified as one of the key factors for improving the NFE centers towards needs orientation and self-sufficiency. On this background, DNFE and DVV International agreed to develop and implement a modular training cycle, based on a localized and adopted version of DVV International's Curriculum ManagerALE¹ and the CLC Management Handbook of DNFE.

2. Purpose and Work Packages of the Assignment

The main purpose of the assignment is to design and implement a training cycle for 20-25 managers of NFE-centers and related organisations in close cooperation with the DNFE and DVV International team. The training cycle will consist of five to six modules, two of them implemented in 2026, while the remaining three or four are planned to be implemented in the following years 2027/8. For the modules implemented in 2026, the consultant will develop the training materials together with the team. This call just covers the activities planned for 2026.

¹ English Version: <https://www.dvv-international.de/en/ale-toolbox/organisation-and-management/curriculum-managerale>; Lao version: https://www.dvv-international.la/fileadmin/files/south-and-southeast-asia/documents/Documents_2026/Book_Curriculum_ManageriALE_LA.pdf

3. Scope of the Assignment

The scope of the assignment covers two main packages. The Consultant is requested to implement the following two packages:

3.1 Design the training cycle

In close cooperation with colleagues from DVV International, DNFE and the NFE Development Center, the consultant will develop a training cycle of five to six trainings of 3-4 days each targeting on developing the management skills of the participants. Special attention should be given to aspects such as needs assessment, budgeting and planning, networking and resource mobilization, which are crucial for the sustainability of the centers involved. Additionally, guidance for coaching, mentoring and peer-learning activities can enrich the learning. As mentioned above, the existing Curriculum ManagerALE should be used.

3.2. Implement the training cycle

During 2026 and 2027/28, the training cycle will be implemented with two trainings taking place in 2026 and three to four in 2027/28. The consultant will facilitate the first two trainings together with the trainer team of DVV International and the NFE Development Center (NFEDC) of the DNFE (three or four persons). Training will be mainly held at NFEDC in Vientiane Capital. In between the training modules, participants will be equipped with homework regarding the use of the new skills acquired during the training. Sporadic coaching visits by the consultant as well as systematic coaching by the local team is envisaged.

4. Beneficiaries and Stakeholders of the Assignment

The main stakeholders of the assignment are DVV International's Regional Office for Southeast Asia based in Vientiane, Lao PDR as well as the Department for Non-Formal education of MoES and the NFE Development Center.

Main beneficiaries will be the 20 – 25 participants of the training cycle, representing mainly managerial staff of the NFE centers (provincial, district, community) involved as well as representatives of the DNFE and NFEDC.

5. Resources Provided

The assignment is implemented in close cooperation with the DVV staff involved in the work with the Centers and the staff members responsible for capacity building. These persons will be available to the consultant as permanent resource persons. They will provide the consultant with all necessary documents. A special attention should be given to the Lao and English version of the Curriculum ManagerALE. The facilitation of the modules will be shared between the consultant, DVV International staff and trainers from NFEDC.

DVV International Regional Office Vientiane will be responsible for the logistics of the trainings and the organisation of the coaching.

6. Tasks and Deliverables of the Consultant

During the assignment the contractor will be requested to fulfil the following tasks:

- Conceptualize and plan the training cycle
- Present the plan to government partners, adjust according to the agreed changes

- Draft agenda of the first two modules
- Facilitate the implementation of the two modules in 2026 in cooperation with the project team
- Follow up activities with each participant after each training
- Short report about the main finding including recommendations for improvement

All documents must be produced in English, font Arial 11, line pitch 1.25, and submitted electronically to DVV International (Word / Power Point).

7. Application Package

The application package must include the following documents:

1. CV(s) of expert(s), including references to previous training conducted and regional experience
2. Technical proposal covering the following aspects (maximum of 4 pages):
 - Description of the understanding of the assignment and related key tasks
 - Outline of the methodological approach
 - Consideration of country specific environment,
3. A detailed financial proposal with all expected costs such as honoraria, envisaged international travel costs (if applicable) and any other costs (including taxes). Please, note that travel within Laos and accommodation will be provided by DVV International.

The deadline for submission of proposals is 10 April 2026. Proposals should be sent to Uwe Gartenschlaeger, gartenschlaeger@dvv-international.de.

8. Indicative Timetable

The timetable below is indicative and may slightly change in the course of implementation.

Date	Activity
09.03.2026	Publication of ToR
10.04.2026	Deadline for submission of proposals
20.- 24.04.2026	Selection and contracting of candidate(s), briefing online discussion
01.05.2026	Start of Assignment
May	Development of the training concept
June	Implementation of first training module
June-September	Following up with participant
September	Implementation of second training module
October-December	Report writing and planning of follow-up

The maximum amount available for the assignment is 4.000 €, not taking into account the expenditure for travel and accommodation in Laos, which will be covered by the project separately in line with the respected regulations.

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

10. 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.

11. Consultant Eligibility Criteria

The assignment should be conducted by a consultant/team with the following proven areas of expertise:

- Proven track record in implementing trainings on management and/or business skills, especially for the non-commercial sector is an asset
- Good understanding of the framework conditions for NFE in South-East Asia, preferable Laos;
- Facilitation and Adult Education skills
- Experience of implementing similar projects and/or experience in working with CLCs or similar institutions is an asset
- Proficiency in English and Lao or Thai

12. Evaluation criteria of proposals

The proposals will be assessed according to the following criteria:

- Qualification of expert/s (counts one third, based on the “Consultant eligibility criteria”)
- Technical proposal (counts one third, based on criteria mentioned for Technical Proposal)
- Financial proposal (counts one third - best price-service relation whereat number of indicated working days will be considered).

13. Request for clarification

If you should have questions concerning this tender, please send it until 3th of April 2026 to Uwe Gartenschlaeger, gartenschlaeger@dvv-international.de. The answers to the questions will be published on website www.dvv-international.la for all interested parties until 9th of April 2026.

IMPORTANT NOTE: It is intended to continue the training cycle with implementing the remaining three to four modules in 2027/28. Please, indicate your availability and general interest for this assignment.