

**TERMS of REFERENCE (TOR)**

<b>MISSION</b>	A4.3.1. – Organization of training courses
<b>1. BACKGROUND</b>	
<b>BENEFICIARY</b>	<b>Increasing the Employability of NEETs by tackling the skills gap for the Sports Sector</b>
<b>PROJECT BACKGROUND</b>	<p>In the MED region youth unemployment is twice as high as adult unemployment. In the Southern Mediterranean, young people are three times more likely to be out of a job (ILO,2017). Contrarily, prominent sectors, like the sports industry, face challenges finding the right skills for their rising needs. The European Association of Sports Employers and the UNI Europa Sports (European trade union federation), both observe skills shortages and mismatches, along with gender inequality in the sector. Furthermore, the Union for the Mediterranean has identified digital skills as a key for employability in the region, especially for NEETS and youth. The sports sector is thus in need for more skilled employees and at the same time capable to offer opportunities to the NEETS and youth. The sports industries of the Mediterranean region are showing significant rise in employment. The highest Annual Average Growth Rates, between 2012 and 2017, were observed in Greece (+19%), and Malta (+12%), accounting for 0.8% of total EU employment, with 4 in 10 workers being aged 15-29. The identical challenges and characteristics of the NEETS of the Mediterranean, as well as the frequent mobility of athletes and sports professionals, call for a cross-border approach to reduce the skills gap, offering new career opportunities. Skills4Sports aims to increase the employability of NEETS of the MED area by cultivating new professionals for the thriving Sports sector, reducing the mismatch of skills and involving key stakeholders in the process. The project will use innovative tools (web-platform, social media, MOOC) as well as traditional training methods to address the skills gap in the sports sector. NEETS of the region will be final beneficiaries, invited to develop transferable skills that will allow them to pursue different career paths in sports. 9 new curricula, 3 tools, 240 days of training, a support network, as well as a number of trained NEETS will be the main outputs of the project.</p>
<b>2. DESCRIPTION OF THE ASSIGNMENT</b>	
<b>FRAMEWORK</b>	The sports school will organize and implement the planned training activities for 180 Final beneficiaries (NEETS)
<b>OBJECTIVES</b>	<p>Each NEET will receive 3 training courses as follows:</p> <ol style="list-style-type: none"> <li>1. Coaching and Leadership</li> <li>2. Sports digital marketing and communications</li> <li>3. One of the 4 Certificates:</li> </ol>

	<ul style="list-style-type: none"> <li>• Basketball Coaching</li> <li>• Football Coaching</li> <li>• Tennis Coaching</li> <li>• Strength and conditioning</li> </ul>
<b>MAIN TASKS</b>	<p>These courses explore an athlete-centered coaching model, what it is and how to apply its elements in daily coaching and team-building. The model applies to develop a team, a school program, a recreational program, or an individual athlete. Leadership in sports is emphasized but the correlation is made to business leadership and other high-performing cultures. Assignments are, largely, personally based, allowing the trainee to create a personal coaching plan that outlines the values and goals as a coach and a useful, step-by-step model for impacting those they lead.</p> <p>Trainees will:</p> <ul style="list-style-type: none"> <li>• Create an athlete-centered model of coaching by analyzing components, prioritizing them, and integrating them into a personalized coaching plan.</li> <li>• Argue for justification of inclusion of the elements they chose in their plan using research-based supports.</li> <li>• Compare and contrast transformational leadership to transactional leadership models and be able to classify leadership</li> <li>• Associate the changes and demands of youth development, findings through research and general culture to the methods and needs of coaching, coaches, and business leaders</li> <li>• Incorporate marketing as a discipline within the management of sports activities</li> </ul>
<b>OUTPUTS</b>	<p><b>Curriculum potential/suggested modules for coaching and leadership</b></p> <ul style="list-style-type: none"> <li>• Networking and Recruitment</li> <li>• Ethics in Athlete Representation</li> <li>• Sports Finance</li> <li>• Athlete/Coach Relationship</li> </ul> <p><b>Curriculum potential/suggested modules for sports digital marketing and communications:</b></p> <ul style="list-style-type: none"> <li>• Incorporate marketing as a discipline within the management of sports activities.</li> <li>• Analyze, create and manage sports products and services</li> <li>• Identify and attract brands that invest in the sports market</li> <li>• Take advantage of opportunities to create public events with sports sponsors</li> </ul>
<b>3. EXPERTISE REQUIRED</b>	
<b>PROFILE OF SPORTS SCHOOL EXPERT</b>	<ul style="list-style-type: none"> <li>■ Minimum of 15 years of professional experience in the sports field.</li> <li>■ Accredited by the ministry of education in Lebanon</li> <li>■ 1000 graduated students from the sports school</li> </ul>

	<ul style="list-style-type: none"> <li>▪ 20 plus workshops in the sports field</li> <li>▪ Health and fitness center</li> <li>▪ Strong verbal and written skills necessary to communicate effectively within the organization as well as external customers</li> <li>▪ Fluency in speaking, reading and writing English and Arabic;</li> <li>▪ Strong communications skills and ability to communicate with people at all levels, verbally and in writing;</li> <li>▪ Fully computer literate.</li> </ul>
<b>4. LOCATION AND DURATION</b>	
<b>TIME SCHEDULE</b>	November 2022
<b>CONTACT</b>	The Expert will work with the support of the coordinator
<b>5. REPORTING</b>	
<b>FORMAT &amp; CONTENT</b>	<p>The Expert shall submit a formal report at the end of the assignment, covering the objectives and expected results, activities undertaken, results achieved, evaluation of the training and attendees, problems encountered, and recommendations for follow up.</p> <p>The report shall be delivered in one printed copy and as an electronic file and shall be in the format approved by the Quality Programme (to be provided at the beginning of the assignment).</p> <p>The report shall be sent to the coordinator for review and comments before submitting it to the project manager for approval.</p> <p>Soft copies of all reports, annexes, data collection etc., must be supplied.</p>
<b>LANGUAGE</b>	The project working language is English and will later be translated to Arabic (to be used in all reports and communications between the consultant and the Quality Programme).
<b>6. OTHER CONDITIONS</b>	
<b>OWNERSHIP</b>	<p>All activity outputs, including research data, reports, presentations and support documentation, will remain the property of RMF.</p> <p>All materials prepared for the implementation of the assignment should be presented using RMF LOGO only (template available) and no contractor logo should appear on same.</p>
<b>7. AGREEMENT</b>	
<b>DATE &amp; SIGNATURE</b>	<p>I, undersigned, agree with the present Terms of Reference.</p> <p><b>Beirut, 2022</b></p>
<b>Quotation Submission Date</b>	July 11,2022