

# Terms of Reference (ToR)

Empowering Local Leaders through AI: Development and Testing of a Training Programme for Local and Regional Governments and their associations.

## 1. About CEMR

CEMR is the largest and oldest organisation of local and regional governments (LRGs). We help build a more inclusive, just, and resilient Europe by unlocking the power of local democracy. We endeavour to become the main network of territorial leaders with a vision to ensure local and regional governments are best equipped to drive the transitions of their territories and communities towards Europe 2050 and address global challenges

## 2. Background

LRGs across Europe face growing pressure to embrace digital transformation and AI but lack the technical expertise, structured training, or resources to implement effectively such changes. Recognising this challenge, CEMR and EIT Digital have joined forces to bridge the gap between policy, technology and innovation.

This partnership brings together:

- CEMR's in-depth knowledge of local governance and its network national associations of local and regional governments in 40 countries.
- EIT Digital's cutting-edge expertise in AI and digital issues for the public sector.

By combining these strengths, both organisations are committed to co-designing, develop, and test a training programme that equips local leaders with the skills to drive smart, sustainable digital transformation.

For more information on CEMR, please consult our webpage: [Home - CEMR CCRE](#).

## 3. About the mission

CEMR is seeking a consultancy service with experience in developing and delivering training programmes tailored to LRGs. The selected consultant will: assess and identify the digital transformation, and specifically AI, training needs of LRGs; review existing training programmes and their delivery models, analyse current trends and disruptive technologies and applications likely to impact local and regional governance over the next decade;

develop a structured and practical training curriculum aligned with stakeholder requirements; pilot, test and further refine the programme.

## 4. Ownership of the Training Programme

The training program, including all materials, curricula, and deliverables, will be fully owned by CEMR for its own use and purposes.

## 5. Methodology Framework

This methodology sets out a structured approach and the steps to be followed for the delivery of the planned activities and the deliverables outlined below. Nevertheless, the appointed expert(s) may propose a more appropriate approach at the commencement of the assignment.

### Phase 1: Needs Assessment & Stakeholder Mapping

#### Objective:

Identify the digital transformation and more specifically AI training needs of LRGs.

#### Activities:

- Conduct desk research/ surveys/interviews with CEMR members to assess knowledge gaps, interest and potential organisations delivering training in their territory.
- Organise one focus group with CEMR's Digitalisation Expert Group and PLATFORMA Young Elected Officials Committee to discuss and complement the findings.
- Market analysis and overview of similar training programmes and their specification including pricing.

#### Deliverable (s)

✓ Comprehensive report on the assessment of training needs, incorporating an analysis of existing comparable training programmes and their respective delivery methodologies.

### Phase 2: Assessment of Trends and Relevant Technological Applications

#### Objective:

Gather insights from AI experts proposed by CEMR to inform the thematic focus and specific content of the training programme.

- Conduct targeted interviews and consultations with the identified experts.
- Analyse findings to define the key thematic areas and relevant applications of AI for LRGs.

#### Deliverable(s):

✓ Report summarising the outcomes of the expert consultations, including an indicative list of thematic modules to be integrated into the programme and a preliminary list of potential trainers and experts.

### **Phase 3: Design of Training Programme**

**Objective:**

Develop a structured, practical training curriculum aligned with stakeholder needs.

**Activities:**

- Develop technical training modules tailored to LRGs and relevant training materials.

**Deliverable (s):**

✓ Draft training curriculum including learning materials (slides, case studies, exercises).

### **Phase 4: Pilot Implementation/Testing phase**

**Objective:**

Test the training programme and gather feedback.

**Activities:**

- Select pilot participants based on readiness and need.
- Organise one focus group with CEMR's Digitalisation Expert Group and Committee of Young Elected Representatives to pilot the training and validate the training programme.
- Collect real-time feedback for adjustments.

**Deliverable (s):**

✓ Piloted training programme, with feedback systematically collected to inform the revision and enhancement of the training curriculum, including all associated learning materials. Handing over to CEMR.

## **6. Timeline**

The assignment is foreseen from December 2025 until December 2026.

## **7. Profile**

- **AI and Innovation Expertise:** In-depth knowledge of AI applications tailored LRGs, including ethical considerations and compliance with regulations (e.g, GDPR).
- **Training Programme Design:** Demonstrated experience in creating practical, modular training curricula and materials specifically for non-technical audiences within the public sector.
- **Stakeholder Engagement:** Proficiency in conducting surveys, interviews, and focus groups to identify needs and validate findings with a diverse range of LRG stakeholders.
- **Public Sector Context:** Hands-on experience and a proven track record of successful collaboration with diverse organisations, including LRGs, technical institutions, and

comparable networks, with a clear understanding of their unique challenges and the ability to adapt accordingly.

- Project Management: Capability to oversee multi-phase projects, ensuring timely delivery and the flexibility to refine approaches based on pilot feedback.

## 8. Application

Interested consultancy organisations or expert(s) are invited to submit the following documents as part of their application:

- Curriculum Vitae (CV): Detailed CV(s) of the expert(s) involved, highlighting relevant qualifications, skills, and experience.
- List of Past Assignments: A concise list (maximum 2 pages) of previous projects or assignments that demonstrate the required expertise, particularly in AI, digital transformation, and training for public sector organisations.
- Technical Offer: A methodological proposal (maximum 2 pages) outlining the approach, activities, and timeline for each phase of the project (e.g. needs assessment, training design, pilot implementation).
- Financial Offer: A detailed breakdown of all costs, which includes provisions for at least two in-person meetings at the CEMR premises.
- Proof of VAT Registration: Documentation confirming the VAT registration number of the applying organisation or expert.

## 9. Selection process and deadlines

Deadline for Submission: All applications must be submitted by 10 November 2025 to [application@ccre-cemr.org](mailto:application@ccre-cemr.org). Please indicate: "Developing and Testing a Training Programme on AI for Local and regional governments and their Associations" in the subject of the email.

- Initial Selection: Two candidates will be shortlisted based on their submitted documents by mid-November 2025.
- Interviews: Shortlisted candidates will be invited for interviews during the last week of November 2025.
- Final Selection: The selected candidate will be notified, and the selection process will be concluded by the end of November 2025.
- Contract Signing: The selected candidate will be invited to sign the contract by early December 2025.

## 10. Price

The maximum value of the requested service is EUR 33.000 without VAT.

## 11. Selection criteria

CEMR will select an offer providing the most advantageous combination of cost, quality and sustainability to meet the requirements.

**CEMR is committed to equality, diversity and inclusion.**

**For more information, you might contact by email until end of Octobre 2025:**

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Durmish Guri

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