

Component 3: Reinforcing Social Protection services implemented by CSOs targeting vulnerable groups in rural and urban poor regions

1. Background information

1.1 Presentation of the project

Expertise France, the French public agency for international technical assistance, is implementing an EU funded project, in partnership with the Ministry of Social Development (MoSD), to support social protection in Jordan, and more precisely to strengthen the role of civil society as an actor in the social protection sector.

The specific project objectives are as follows:

- to promote the role of CSOs in the development of Social Protection;
- to strengthen their capacity in advocacy, delivery, monitoring and evaluation of social services;
- to enhance their participation in the provision of quality, inclusive and innovative social services;
- to enable them to play an active part in the De-Institutionalisation programme;
- to help them support the economic independence of target groups.

The project duration is 42 months (from 12 December 2018 to 12 June 2022).

1.2 General presentation of Component 3 as described in the Description of Action (DoA)

This Component is to play a key role towards achieving the overall objective of the project: to strengthen the capacity of CSOs in order to implement more efficient and transparent social services under the mandate of the Ministry of Social Development and support the implementation of the National Social Protection Strategy.

In close conjunction with Component 4 of the project (implementation of a grant scheme), this Component ensures that CSOs receive tailored training on social services design, sound governance of social projects, fundraising and diversification of financial resources, management of grant funds (foreign and national funds) as well as on how to promote the human rights of vulnerable populations.

The training programme is primarily based on the action fiche drafted by the EUD and MoSD, which was used as a reference for the project's Description of Action (DoA). However, it is recognised that flexibility is required to match the varying nature and situation of grassroots CSOs. Therefore, Component 3 includes an initial activity aimed at fine-tuning the planned training programme. This is to ensure that training sessions meet the needs of CSOs in order to implement social services for the benefit of the vulnerable groups targeted by the Project and contribute to the National Social Protection Strategy steered by MoSD.

1.3 Specific objectives of Component 3

The purpose of this Component is to provide adequate training for CSOs to improve the design and implementation of social projects that meet the needs of citizens and contribute to the National Social Protection Strategy.

In addition to strengthening the capacities of successful CSOs under the project's grant scheme, these training activities will be offered to other CSOs wishing to take part in them, subject to available training capacity.

The specific objective of this Component is to achieve an accelerated increase in the skills of CSOs, covering: the conception and implementation of social projects; financial and technical management; and dialogue processes with political decision-makers to help CSOs play a significant role as intermediaries between public authorities and local communities and in the promotion of their rights.

In addition to the themes already mentioned in the DoA of this project and requested by the EU donor, flexibility will be possible in the scope of the training sessions, based on the results of the CSO training needs assessment carried out in the three pilot areas. A re-evaluation of key themes and of the number of sessions organised per topic will thus be carried out according to the needs observed locally, possibly adding a theme related to the impact of a crisis (such as COVID19).

A specific challenge of this Component is to respond both to the immediate training needs of CSOs and to enhance the long term capacity of CSOs that have been grant-aided by the programme or that may respond to other similar grant schemes launched by the MoSD in the future.

Due to the exceptional situation related to COVID19, most, if not all, trainings are expected to be conducted online. The service provider should offer innovative solutions to conduct interactive trainings that can reach as many participants as possible, including those who have access to mobile phone technology but not broadband on a computer. For more details on specific expectations and mandatory requirements, please refer to section 4 of the ToRS.

1.4 Training curriculum

The list of training topics described below is not exhaustive. If the conclusions of the assessment of CSOs' training needs demonstrate that the curriculum should be revised or adapted, adjustments may be possible upon acceptance by the Contracting Authority (Expertise France), the MoSD and the Delegation of the European Union in Jordan.

This training programme targets the following audience:

Terms of reference (ToRs): Recruitment of international and national technical expertise to implement a project activity in the framework of the EU funded project “Support to CSOs in Jordan and De-I with CSOs”

- Representatives of CSOs grant-aided in the framework of our grant scheme to implement a project selected in one of our two calls for proposals, in the governorates of Karak, Jerash and in the East Amman area (participation in the training provided is mandatory for them).
- Representatives of CSOs throughout Jordan interested in these trainings, on a voluntary basis, subject to available capacity
- Individuals wishing to create a CSO, on a voluntary basis, subject to available capacity (special attention will be paid to young people).
- Representatives of national or local public authorities working in partnership with CSOs to implement social services.
- Individuals wishing to volunteer to help CSOs implement social projects, on a voluntary basis, subject to available capacity (special attention will be paid to young people).

In line with the above, Component 3 is designed around 6 activities as follows:

3.1: Diagnosis of CSO/Charities training needs in relation to Grant scheme

- Better understanding of existing CSO capacities (on the basis of data collected by the project in Karak governorate and of the experience of the service provider)
- Identifying CSOs' expectations and needs in terms of training, based on:
 - data collected by the project team and partners in Karak governorate so far
 - data collected by the service provider
 - the experience of the service provider
- Training programme adjustment
- Drafting of training modules

3.2: Strengthening CSOs' capacity on governance, financial, strategic planning and communication

- Training sessions on essential aspects of social project management: sound governance, financial management, strategic planning and communication

3.3: Formulation of social projects

- Training sessions on how to formulate social projects that best respond to the needs of local vulnerable groups, also building on local resources.
This training will explore the following issues through a series of modules:
 - provide CSOs with tools to better identify the needs and resources of the local population and adapt their social services according to these needs and resources.
 - translate these needs and resources into an operational project, including the possibility for CSOs of diversifying financial resources by developing income raising activities
 - provide CSOs with tools on how to submit a grant application in order to fund their social projects (using the grant applications of international donors such as the European Union and also the funding procedures of MoSD as examples).

3.4: Reinforcing capacity of CSOs in the field of advocacy

- Training sessions to strengthen CSOs' advocacy skills and their role as a central actor between policy makers and vulnerable groups, including through data collection in order to contribute to social research and evidence-based policies

This activity should be carried out in conjunction with activity 2.2 of Component 2 of the Project which aims at strengthening the dialogue between CSOs, MoSD and National Consultative bodies to provide input to public policies.

3.5: Support civil society to implement grievance systems and other rights-protection mechanisms

- Training sessions to strengthen the role of CSOs as receivers of grievances from vulnerable local population and as mediators between public institutions and citizens.

This activity is closely related to the previous item on advocacy.

3.6: Evaluation of the impact of the training on CSOs' efficiency in social services management

- At the end of the training cycle, evaluation of its impact on the way social projects are managed by the participating CSOs.
- This evaluation is distinct from the quality assessment of the training modules delivered (through evaluation forms completed by participants at the beginning and at the end of each training module).
- Activity 3.6 aims here to measure the impact that this training programme may have on CSOs' capacity to develop, fund and implement new social projects that better respond to the population's needs.
- As all CSOs that will receive grants from our programme will be requested to attend these training sessions, we will use their funded projects as examples for evaluating the impact of the training.

2. Required inputs (tasks) and expected results

2.1 Required inputs

On the basis of data collected by the project in Karak Governorate (territorial needs assessment and mapping of local CSOs) as well as on its experience of CSOs' training needs in Jordan, the service provider is expected to assess the coherence of the training programme proposed in the above section 1.4 of these ToRs and to propose adjustments, if necessary, to ensure it best matches CSOs' needs and expectations and in order to achieve the objectives of our Project.

Terms of reference (ToRs): Recruitment of international and national technical expertise to implement a project activity in the framework of the EU funded project “Support to CSOs in Jordan and De-I with CSOs”

Based on this assessment, the service provider will suggest a training plan including the following topics:

- Governance and financial management of a CSO
- Strategic planning of activities
- Communication issues
- Formulation of projects for social service delivery
- Advocacy
- Implementation of grievance systems and other rights-protection mechanisms
- Response to the needs of local communities in the aftermath of COVID-19

Other training modules should be considered on the basis of the needs assessment and proposals made for modules that it would be appropriate to include. Their inclusion in training planning will then be discussed with the Contracting Authority, MoSD and the European Union Delegation in Jordan.

The service provider will evaluate the impact of the training on the implementation of the projects by the grant-aided CSOs on the timetable to be agreed.

2.2 Detailed description of the expected actions, deliverables and associated schedule:

I. Diagnosis of CSOs’ training needs in relation to the Grant scheme

❖ **Suggested methodology** *(an alternative methodology may be proposed in the technical offer and will be reviewed to assess whether it meets the objectives of this activity):*

- Analysis of CSO training needs in the three pilot areas through different tools (data from other activities will be shared with the service provider, especially, findings from the local needs and resource assessment and mapping of CSOs conducted in the framework of activities 1.2 and 2.1 of the Project).
- Revision of training programme indicated in DoA and tailoring if appropriate to the needs in the field;
- Submission of a training plan (including number of sessions to be conducted per theme) and presentation of a first draft of training modules.

❖ **Expected deliverables:**

- Report on needs analysis of CSOs in terms of capacity building in the three pilot areas including suggestions for adapting the initial training plan where necessary;
- Comprehensive methodology for training sessions;
- First draft of training modules.

❖ **Work implementation period: June 2020**

❖ **Deliverable submission date: 1/07/2020**

II. Training on good governance, financial, strategic planning and communication issues

- ❖ **Suggested methodology** *(an alternative methodology that will take into account the observed expectations of CSOs may be proposed):*

On good governance:

Sound governance management enables methodical, efficient and transparent working processes that meet international standards.

Specific training will address the following issues:

- Internal governance of CSOs
- Project cycle management
- Team and time management
- Structuring and motivating volunteer workforce
- Monitoring and evaluation of projects

On financial management:

Capacity building on financial management must be given special attention as it affects the very viability of a CSO as an organisation and its ability to manage complex social projects.

Training should include a module on:

- current legislation, highlighting money laundering prevention measures
- access to national and foreign funding

Specific training will explore the following issues:

- Designing fundraising plans;
- Efficient financial management and budgeting;
- Financial management and reporting in the case of EU Projects;
- Accountability issues for non-profit actors;
- Marketing of products
- Ensuring access to donor funds, Corporate Social Responsibility (CSR) partnerships, meeting the criteria to access to online platforms that allow CSOs to showcase their work, and private citizens and organisations to support them.

On strategic planning:

A strategic plan is an essential tool to guide the performance of an organisation.

Practical training will focus on developing CSO capacity in “Theory of Change”:

Terms of reference (ToRs): Recruitment of international and national technical expertise to implement a project activity in the framework of the EU funded project “Support to CSOs in Jordan and De-I with CSOs”

- Developing frameworks
- Preparing for strategic thinking
- Developing vision and mission statements
- Strategic planning and implementation,

It will also include design thinking modules

On communication issues:

- Building around success stories and contributing to awareness raising
- Improving communication techniques on social networks and other communication tools to reach the beneficiary population, policy makers and donors.

❖ **Expected deliverable:**

- Training materials and Training plan;
- At least 3 training sessions are organised involving at least 100 participants in total (number of sessions can be revised according to the number of participants to be targeted and to address all of the above-mentioned themes)
- Evaluation report of the training sessions (presenting both positive and negative points observed during the sessions).

❖ **Work implementation period:** *to be determined upon needs assessment report*

❖ **Deliverable submission date:** *to be determined upon needs assessment report*

III. Training of CSOs on formulation of projects for social service delivery

❖ **Suggested methodology** *(an alternative methodology that will take into account the observed expectations of CSOs may be proposed):*

Training modules should focus on strengthening the capacity of CSOs in translating the needs of the population into concrete actions.

Themes used as examples during the training sessions to formulate social projects may be based on the 5 themes identified as priorities in the first call for proposals but may also include other themes if based on observation of local communities' needs and resources as well as expectations and gaps in social services.

As a reminder the 5 themes listed in the first call for proposals are:

- 1) Support to De-I
- 2) Youth recognition & economic empowerment
- 3) Promotion of the financial autonomy & social inclusion of women

Terms of reference (ToRs): Recruitment of international and national technical expertise to implement a project activity in the framework of the EU funded project "Support to CSOs in Jordan and De-I with CSOs"

4) Economic empowerment of vulnerable groups

5) Multifaceted issues related to social cohesion (such as accessibility to services and support, participation, prevention and intergenerational solidarity)

CSOs were also invited to submit proposals, in the first call for proposals, that reflect the needs of local communities in Karak in the aftermath of COVID-19 as a cross-cutting theme embedded within the guidelines of the grant scheme.

❖ **Expected deliverable:**

- Training materials and training plan;
- At least 4 training sessions are organised involving at least 120 participants in total (number of sessions can be revised according to the number of participants to be targeted);
- Evaluation report of the training sessions (presenting both positive and negative points observed during the sessions).

❖ **Work implementation period:**

The timeline for the organisation of this training module will be determined according to the report on activity 3.1, however the content of training sessions allowing CSOs to acquire techniques to present their projects in grant applications will be drafted as a priority, as soon as the contractual period between the service provider and Expertise France begins, in order to support the CSOs who will participate in the second call for proposals to be launched in the governorates of Karak, Jerash and in the East Amman area in July 2020 (the exact launch date is subject to change. The service provider will be informed by the Contracting Authority).

❖ **Deliverable submission date:** *to be determined upon needs assessment report*

IV. Training on advocacy and dialogue with policy-makers

This activity is closely linked to activity 2.2 of Component 2

❖ **Suggested methodology** *(an alternative methodology that will take into account the observed expectations of CSOs may be proposed):*

Training sessions should focus on strengthening skills as follows:

- Networking skills to create strong networks / coalitions able to mobilise communities in order to influence governmental policies in the field of youth, women, De-Institutionalisation, local development, disability and any other issues related to the National Social Protection Strategy.
- Contributing to policy dialogue at national and local level. Enhance CSOs' and local communities' civic engagement and participation at all stages of the policy dialogue process in the field of social protection, including the evaluation stage.

Terms of reference (ToRs): Recruitment of international and national technical expertise to implement a project activity in the framework of the EU funded project “Support to CSOs in Jordan and De-I with CSOs”

- Developing advocacy in the field of social protection: these skills will be used in the context of Joint working meetings between the MoSD National Consultative bodies and Parliament's sub-committees and CSO representatives (in the framework of activity 2.2 of the project)

These cross-cutting skills (networking, the capacity of contributing to policy dialogue, advocacy) should also feature as part of other training modules.

❖ **Expected deliverable:**

- An advocacy tool box is designed for CSOs to use on a voluntary basis;
- Strategic advocacy plans are drafted with participants;
- Training materials and Training plan;
- At least 2 training sessions are organised involving at least 40 participants in total (number of sessions can be revised according to the number of participants to be targeted);
- Evaluation report of the training sessions (presenting both positive and negative points observed during the sessions).

❖ **Work implementation period:** *to be determined upon needs assessment report*

❖ **Deliverable submission date:** *to be determined upon needs assessment report*

V. Training on implementation of grievance systems and other rights-protection mechanisms

This activity is closely related to the previous activity on advocacy capacity building.

It aims at strengthening the ways CSOs can receive grievances from the local population and at reinforcing their role as mediators between public institutions and citizens.

❖ **Suggested methodology** *(an alternative methodology that will take into account the observed expectations of CSOs may be proposed):*

3 training sessions (at least) will be organised in order to:

- Increase awareness of CSOs as regards the role they can play in ensuring respect of Human Rights especially of the vulnerable populations with whom they work.
- Develop a collective voice, facilitating exchanges and, when necessary, reconciliation between civil society actors and public organisations
- Introduce participants to enquiry procedures and change management

❖ **Expected deliverable:**

Terms of reference (ToRs): Recruitment of international and national technical expertise to implement a project activity in the framework of the EU funded project “Support to CSOs in Jordan and De-I with CSOs”

- Training materials and Training plan;
 - Report on the scope to implement grievance systems and other rights-protection mechanisms in Jordan through the intermediary of CSOs;
 - Present the report's findings during a multi-stakeholder workshop with at least 20 participants.
- ❖ **Work implementation period:** *to be determined upon needs assessment report*
- ❖ **Deliverable submission date:** *to be determined upon needs assessment report*

VI. Training Follow-up

An evaluation of the impact of Component 3 will be conducted and facilitated on the basis of the evaluation reports delivered for each training session, as well as on self-evaluation reported by CSOs themselves on the observed results in their daily work.

- ❖ **Expected deliverable:**
- Follow up report
- ❖ **Work implementation period:** *to be determined upon needs assessment report*

The evaluation must be carried out in two steps:

- 1) a first step to observe the immediate impact of the training modules
- 2) a second step to observe long-term impacts on the daily work of the CSO.

The timeline will be agreed with the contracting authority at the end of the training sessions.

- ❖ **Deliverable submission date:** *to be determined upon needs assessment report*

3. Practical information

Financial and contractual aspects:

- a) A framework contract will be concluded between Expertise France and the service provider with a maximum number of working days foreseen, which will take into account the negotiated financial offer covering all the requirements and training modules requested in these ToRs and will allow flexibility in case of an extension of the requested services.
- b) The number of working days is to be discussed in the light of the technical offer presented and is to be reviewed on the basis of the needs assessment report.
- c) In its financial offer, the service provider is expected to indicate a unit cost per training module + a unit cost per working day of a trainer in case extra training support to CSOs is necessary.

Terms of reference (ToRs): Recruitment of international and national technical expertise to implement a project activity in the framework of the EU funded project “Support to CSOs in Jordan and De-I with CSOs”

- d) All training materials created by the service provider under this contract shall be deemed to be the property of the Contracting Authority (Expertise France) and, by extension, the European Union, the funder of the project. The ownership will be handed over to the beneficiary of the project, the Ministry of Social Development.
- e) The service provider may not claim ownership of the material or use it on its account out of the scope of this contractual agreement. Under no circumstances shall the service provider claim any compensation other than the fees it received under this contract.

Technical aspects:

- a) This work must be carried out by a team of trainers under the supervision of a leading expert who will coordinate the joint work;
- b) Trainers selected by the experts to conduct training sessions will be subject to prior validation by the Contracting Authority and to notification of MoSD and local public authorities, and may be international as well as national trainers.
- c) If the profile of trainers for specific sessions needs to be altered or if the Contracting Authority wishes to reinforce the training module, profiles of national or international trainers may be submitted to the service provider (the cost of these additional trainers will not be part of the service provider's financial offer).

4. Mandatory requirements

- a) These trainings will be mostly delivered online to facilitate the participation of as many participants as possible (at least the numbers specified above) and to adapt to the consequences of COVID19 (though face to face training, especially training of trainers should also be envisaged). The service provider is therefore expected to propose IT technical modalities that facilitate the organisation of dynamic and easily accessible online interactive training sessions
- b) The organisation of training modules, including e-learning modules must be inclusive and facilitate access by people with disabilities;
- c) The methodology suggested by the service provider must also include a gender dimension, reducing the impact of potential disadvantages faced by some women wishing to participate in these trainings.
- d) Creation of online training resources comprising materials created for this project which could be used independently, beyond the lifetime of the project;

5. Expected profile of members of service provider’s team

- ✓ Experts working as independent consultants or recruited as employees by a training company;
- ✓ In-depth knowledge of specificities of Karak, Jerash governorates (rural and urban areas) and East-Amman area would be an asset;
- ✓ Working, spoken and written language for each trainer should be both English and Arabic.

Experience:

- ✓ Working experience in international cooperation projects;
- ✓ Professional experience related to CSOs;
- ✓ Recognised skills of trainers for CSOs.

Education:

- ✓ Training-related degree;
- ✓ Diploma in social sciences adapted to CSOs and their role in social protection field;
- ✓ Trainer of trainers diploma would be an added asset.

Significant professional experience can substitute for the required university level.