



TECHNICAL ANNEX A

TATWEER (Development):
Civil Society Capacity Building Program

Terms of Reference for Quality digital and non-digital Training Packages, ‘TATWEER’

A. Background

The emerging civil society of Iraq is composed of a wide variety of actors, facing significant obstacles, including a political environment unaccustomed to and skeptical of independent advocates. Civil Society Organizations (CSO’s) are the principal vehicle for civil society activity in Iraq. Thousands of CSOs currently operate, with varying levels of expertise, resources, and subject-matter focus. While some CSOs have developed a degree of sophistication and credibility in a particular field (e.g., human rights advocacy), many others lack clear direction. Throughout the civil society sector, there are persistent concerns and shared notions of what is needed for this crucial sector to thrive.

Un Ponte Per has worked with CSOs and Civil Society actors in Iraq since 1991. In December 2019, Un Ponte Per, in partnership with Al-Mesallah, signed a contract with the European Union represented by the European Commission to implement a Civil Society Capacity Building Program “TATWEER” sponsored by the “Civil Society Organizations as actors of Governance and Development Work in the Field” initiative. The program is aimed at building upon the potential of Iraqi Civil Society Organizations with a strong focus on capacity building, advocacy and networking.

The purpose of this project is to build upon the potential of Iraqi CSOs in becoming promoters of change and act as mediators and facilitators of dialogue on development policies, human rights and measurements between the Iraqi population at large and institutions.

B. Objectives

As part of a larger focus on the development and empowerment of civil society organizations in Iraq, Un Ponte Per, under an EU funded initiative ‘TATWEER’, is seeking to develop quality digital and non-digital training packages on good governance, strategic planning and project management.

The objective is to enable CSOs to have a greater impact on the promotion of human and environmental rights and to respond more effectively to the needs of individual communities and grassroots organizations.

The aim of this Training of Trainers (ToT) is to expose participants to the range of methodologies and techniques that can help turn the delivery of training into a participatory, high-impact and memorable learning experience. Emphasis is on developing and applying active learning methodologies such as exercises and simulations to reinforce learning. The ToTs will be highly participatory and practical, focusing on techniques, tools and tips of training management, with participants themselves designing, delivering and critiquing presentations

Participants will be required to apply lessons in developing and delivering training based on their own experience. Video replay of results will be used to assist in self and peer critique and facilitator feedback.

C. Scope of Work

The first package will be dedicated to Good Governance with a focus on values, ethics, accountability and good governance principles taking into account cross-cutting issues such as protection against sexual exploitation and abuse and gender discrimination.

The second package will be dedicated to strategic planning and campaigning with a focus on SWOT's analysis, theory of change and SMART objectives.

The third package will be dedicated to the whole project life cycle including problem assessment, problem analysis, project design, proposal writing, budgeting, tools for effective project management and monitoring, reporting and evaluation.

Task 1: Develop Workshop Objectives, Content and Methodology for non-digital material:

- In close coordination with the TATWEER Project Manager, provide input and advice to determine overall objectives of course, key content areas and strategy and methodology for training;
- Prepare draft agendas, course outlines and similar planning materials.

Timeframe: approximately 1 to 2 weeks prior to workshop

Outputs: draft agendas, course outline and similar planning materials

Task 2: Evaluate, Research and Gather Information

- Review existing course training materials to evaluate whether they adequately cover the objectives of the course;
- Conduct research and gather materials from wide-ranging sources to ensure course content reflects the latest developments within the international community on the subject matter;
- Conduct research and gather material to ensure content reflects the latest policy and practice developments within SPHERE guidelines.

Timeframe: approximately 2 to 6 weeks prior to workshop

Outputs: Gathered documents and other materials from wide-ranging sources

Task 3: Prepare Workshop Materials

- Based on materials gathered in task 2, prepare presentation material, including PowerPoint slides, audio-visual aids and lesson plans/lecture notes for each presentation;
- Based on materials gathered in task 2, prepare standard materials for participants, such as a ToT guidebook and/or binder with all related handouts and other materials;
- Assume responsibility for copying and assembling all course and related materials for participants and resource persons;
- Prepare other props and audio-visual aids;
- Prepare standard briefing kits for the presenters of each course topic.

Timeframe: approximately 1 month prior to workshop

Output: workshop materials as described above

Task 4: Design Interactive Exercises

- Design a range of realistic interactive exercises, including “hands-on” practice of skills, to support course content and objectives;
- Revise and update existing exercises and simulations as needed;
- Prepare instructions, role descriptions and other materials.

Timeframe: 1 month prior to workshop

Output: instructions, role descriptions and other materials

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Task 5: Act as Lead Facilitator for the Course

- Ensure that administrative norms such as schedule, breaks, timeliness etc. are understood and adhered to;
- Ensure that the ToT sessions are linked together and integrated into a coherent whole;
- Coordinate day-to-day activities of the ToT, including briefing, supporting and coordinating ToT resource persons and facilitators;
- Facilitate and run various exercises relating to the subject material;
- Facilitate and lead group discussions related to the subject material;
- Establish and maintain a learning atmosphere characterized by intellectual inquiry and openness, mutual respect and fun;
- Facilitate a final session designed to evaluate participant learning in the course, and/or collect participant evaluation input relating to the course.

Timeframe: during workshop

Output: successfully conducted workshop

Task 6: Submit Evaluation Report

- Submit an evaluation report upon completion of each ToT;
- The report should analyze and assess participant evaluations;
- The report should identify problem areas and make suggestions for improvement;
- The report should assess the ToTs overall success in meeting objectives, and is considered an essential part of evaluating the curriculum and pedagogical approaches.

Timeframe: normally within 15 days of completion of ToT

Output: report

D. Details

1. Scheduling

The consultant is expected to conduct these ToTs as early as late June. Each subject should be 3-5 days in length.

2. Materials Utilized

- a. Visual aids (PowerPoint, video and other)
- b. Printed materials (Subject matter handbook, manuals and handouts)
- c. Exercise materials (instructions, props, etc.)

3. Participants

The ToT courses are intended for a diverse range of actors involved in civil society organizations dealing with human and environmental rights

4. Venue

The ToTs will take place in a hotel in Erbil to accommodate the number of participants while respecting COVID protocols.

E. Responsibilities of the Contractor

The selected contractor will be responsible for:

- Identifying by name at least two individuals, a primary and secondary, to be focal persons responsible for the terms of reference above. Both persons should have the background, qualifications and skills required to accomplish these terms of reference, in terms of both facilitation skills and familiarity with the subject matter.
- Providing facilitators to conduct each workshop. (The Project Manager for TATWEER reserves the right to specify which facilitator and whether one facilitator or two will be needed for the workshop, and to include a further co-facilitator arranged independently by the contractor if deemed appropriate. These details will be determined during the planning stage of each ToT with consultation occurring with the contractor at as early a stage as possible).
- Producing the training materials (color printing, copying and binding the manuals) and transporting of the manuals to the training location.

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F. Responsibilities of TATWEER Management

- Identification of overall planning factors (anticipated workshops, dates, locations and facilitators needed) at the earliest stage possible;
- Determining overall course objectives (in consultation with the contractor)
- Determining course participation;
- Determining expert resource persons needed (in consultation with the contractor);
- Identifying suitable facilities for conducting the workshops (in consultation with the contractor).
- Specific timing and venue of each workshop will be determined in consultation with the contractor at the earliest stage possible.
- Making payments for meeting facilities. The selected contractor will not be responsible for payments to hotels or other training venues.

G. Languages

Training facilitation and production of materials and exercises for the trainings will be in English and Arabic.

H. Copyright

All materials produced in the scope of this assignment (including images, videos, text, etc.) are copyright of the Contracting Authority. No part may be reproduced, copied, transmitted in any form or by any means (electronic, mechanical or graphic) without the prior written permission of the Contracting Authority.

The final product will contain no material from other copyrighted works without a written consent of the copyright holder. The consultant will obtain such consents at his or her own expense and will file them with the PMU at the time the contract is completed. Any obligations associated with permissions, such as free copies, will be the responsibility of the consultant.

I. Provision of Monitoring and Progress Control

The consultant will be supervised by the Project Desk and Project Manager through, *inter alia*, the following implementation steps of the tender:

- development of workshop objectives, content and methodology according to specifications by the Project management unit;
- evaluation of already existing training materials;
- finalization of the content for thematic ToTs according to specifications by PMU;
- final evaluation of conducted ToTs.