

Terms of Reference for an implementing partner

Consultancy for delivering a Training of Trainer (ToT) in ILO Cooperative Development Tools (Think.COOP, Start.COOP, My.COOP) in Uganda

Project Title	PROSPECTS: Partnership for improving Prospects for host communities and forcibly displaced persons
Organization	International Labour Organization (ILO)

Background and Rational

Uganda is one of the largest refugee-hosting countries, hosting over 1.5 million refugees across 13 formal refugee settlements in 12 districts, as well as in other urban and rural areas. The displaced population arrived mostly from conflict-affected areas across the East Africa region and represents over 16 nationalities. Uganda's Refugee Act of 2006 and the 2010 Refugee Regulations are progressive policies that offer displaced persons freedom of movement, the right to work, a plot of land for housing and small farming, and access to national health and education services. However, despite the progressive regulatory environment for refugees, there is a lack of job opportunities and a high unemployment rate, which contribute to a challenging environment for securing formal employment opportunities to support sustainable livelihoods¹.

According to the World Bank, 80% of the national population finds work in the informal economy, 70% of whom are employed in subsistence agriculture. The Uganda Bureau of Statistics (UBOS) labour quality indicators showed that 92% of those employed in the informal economy are youth (10-30 years), whose work can largely be characterized by low paid and low-skilled jobs. In addition to low pay and reduced opportunities to build key skills, employment in the informal economy also confers a lack of social protection to workers. Alongside differential access to jobs that provide social protections, refugees and host community members in Uganda encounter different experiences in the labour market and obstacles in the process of generating a livelihood. The World Bank and UBOS conducted a household survey in 2018, before the onset of the COVID-19 pandemic, that found that 72% of refugee households in Uganda were unemployed, compared to 36% of the host community in the same area².

In response to this situation, PROSPECTS³, a four-year innovative inter-agency partnership between the Government of Netherlands, the World Bank, IFC, ILO, UNHCR and UNICEF was established in 2019, to strengthen the socio-economic enabling environments of communities that host refugees, to ensure sustainable decent work, training and education opportunities, as the policy, legislative and regulatory frameworks facilitate this integration process. ILO is implementing a range of interventions

¹ ILO: *Impact assessment of COVID-19 in Uganda*, forthcoming 2021

² Ibid

³ ilo.org/prospects

under this PROSPECTS Partnership in the refugee settlements of Nakivale, Rhino and Imvepi in the districts of **Madi-Okollo**, **Terego** and **Isingiro** with the view of ensuring greater efficiency and convergence in anticipating impact.

Under the PROSPECTS partnership, ILO is planning to build the capacity of cooperative service providers and equip them with ILO cooperative establishment and management tools with the view of supporting refugees and host communities who are interested in establishing, joining and/or strengthening a cooperative. The planned capacity building training will establish a network of skilled cooperative service providers, equip them with the ILO approach and methods of cooperative development. The capacity building training will aim to institutionalize ILO cooperative development tools and methods in the target refugee and hosting cooperatives.

Box 1: Defining Cooperatives

A cooperative is defined by the International Co-operative Alliance and the International Labour Organization as “an autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise.”

Source: The ILO Promotion of Cooperatives Recommendation, 2002 (No. 193)

ILO global studies show that cooperatives have been tested and are a good means to ensure sustainable socio-economic integration of refugees and other forcibly displaced persons. Cooperatives are uniquely positioned to address the needs of both displaced persons and host populations because of their ability to combine both practical assistance as well as psycho-social support, through collective action. ILO Global research also shows that cooperatives are engaging with host and displaced populations in many ways⁴:

- a. Host community cooperatives provide products/services to displaced persons;
- b. Host community cooperatives recruit displaced persons as workers;
- c. Host community cooperatives include displaced persons as members;
- d. Host communities provide capacity building and training for displaced persons to set up their own cooperatives;
- e. Displaced persons form cooperatives that provide products/services for themselves or their host community;
- f. Displaced persons and host communities organized into cooperatives by an international organization provide products/services for themselves or the host community;
- g. Returning displaced persons rebuild their own communities through cooperatives.

The PROSPECTS Programme has carried out a rapid cooperative needs assessment which confirmed the potential for cooperative development for both host communities and refugees in a few targeted value chains in Uganda as well as the relevance of pathways a) and e) mentioned above. In addition, the analysis identified several informal producer organizations presenting a potential for formalization into cooperatives.

⁴ ILO: *Mapping responses by cooperatives and social and solidarity economy organizations to forced displacement* (2020); available at https://www.ilo.org/wcmsp5/groups/public/---dgreports/---ddg_p/documents/publication/wcms_742930.pdf

Objective of the assignment

The objective of the capacity building training is to build the capacities of regional and local cooperative service providers, including but not limited to key partners such as the Uganda National Farmers Federation, selected Area Cooperative Enterprises, relevant Organizations working in value chains that engage refugees and host communities and local government administration officers from or operating in Arua, Madi-Okollo, Terego and Isingiro districts. The training will use the ILO cooperative tools: [Think.COOP](#) (training module for those interested in establishing or joining a cooperative, in particular its version that has been developed specifically for refugees and host community members), [Start.COOP](#) (a training tool for those interested in starting a cooperative in a participatory manner), and [My.COOP](#) (a training programme for the management of agricultural cooperatives)

It is expected that participants will become resource persons to rollout the capacity building training to i) selected cooperative members, board and managers, as well as ii) selected informal producer groups to support their formalization process. By the end of the training, participants will be asked to draft an action plan on the future training they will be organizing jointly with the project.

Scope of the assignment

Phase I: Training and training preparation

The training will take place late October or early November 2022. The implementing partner will do the following:

1. Prepare training materials: including developing a methodological note that outlines the overall training process including:
 - Review and adapt training materials to the local context, sectors and forced displacement situation in coordination with the PROSPECTS project staff in Uganda and using the cooperative rapid assessment carried-out by the project as reference.
 - Prepare presentations and handouts.
 - Prepare/adapt final agenda of the training of trainers (ToT)⁵.
 - Prepare/adapt pre and post assessment knowledge survey and training evaluation⁶
2. Assist in selecting the participants for the training. This will include an entry form that will capture among others, information on the participant's experience and knowledge of cooperative development approaches and tools. The project will promote the ToT and encourage trainers who meet the criteria to apply for the training.
3. Provide the necessary information regarding the training requirements and logistics at least four weeks prior to the training session
4. Prepare a draft action plan on future training plans by TOT participants to be filled-up by them
5. Conduct one 10-day TOT training workshop in Uganda on ILO Think.COOP, Start.COOP, and My.COOP for a maximum of 25 participants from the PROSPECTS target districts of Arua, Madi-Okollo, Terego and Isingiro and settlements of Nakivale and Rhino.
6. Submit a draft training report 1 week after completion of workshop; and a final report incorporating feedback from ILO no longer than 2 weeks after completion of the workshop. The report will include evaluation of the training process, recommendations with a focus on

⁵ Generic training agenda could be found in the Facilitator's guides

⁶ Generic pre and post assessment knowledge survey and evaluations could be found in the Facilitator's guide.

areas of strengthen and potential for implementation of action plans, targeting cooperatives and other similar member-based organizations.

Phase II: Coaching and roll out

A follow-up and coaching program will be implemented after the training to support participants of the TOT (new trainers) in the roll-out of training targeting cooperatives/producer organizations and their members.

The partner will:

1. Manage logistics of 25 workshops with 30 participants each, spread between the four districts mentioned above. This will include managing budgets for workshop venues, stationery, allowances for trainers, paying out transport to participants and any other logistical support that may be required.
2. Provide on-spot technical support to assist new trainers in conducting their first training activities
3. Conduct monthly/ bi-monthly follow up calls with new trainers during the preparation and rollout of the training to target cooperatives/producer organizations and their members
4. Review adapted training notes by new trainers
5. Held individual discussions with new trainers to review content and process as well as reflections on learning processes
6. Submit final assignment reports (both technical and financial) to the ILO

Deliverables

Phase I

- 1) Adapted Think.COOP, Start.COOP and MyCOOP tools to the local context, sectors and forced displacement situation
- 2) Entry form to identify participants
- 3) List of material and logistics set-up needed for the training
- 4) Presentations and handouts
- 5) Agenda of the training
- 6) Templates of pre and post assessment knowledge surveys
- 7) Templates of training evaluation
- 8) draft action plan on future training plans by TOT participants
- 9) Training report which should include an individual assessment of each TOT participant regarding his/her capacities to conduct future trainings using the tools.
- 10) Financial report.

Phase: II

1. Coaching and field support plan including brief methodology and approaches
2. End of assignment technical report. This report should include coaching and supportive supervision provided and final assessments of the new trainers.
3. Financial report.



Management of the assignment

The implementing partner will work under the overall authority of the Director of the ILO Country Office in Dar es Salaam covering Tanzania, Kenya, Uganda, Rwanda, and Burundi. The partner will work under the direct supervision of the ILO-PROSPECTS Programme Manager in Uganda with operational and technical support from the National Programme Coordinator. The partner will get technical guidance from the ILO's Cooperatives Unit in Geneva (COOP) and Regional Technical Spec, Enterprise & Market Systems Development.

PROSPECTS project will provide the training materials and all necessary stationary for delivering the training. The project will also cover the training costs including conference, accommodation, meals and transport for participants that are coming for the training per the applicable procedures.

In the first phase, the assignment will require 17 (Seventeen) working days between late October and mid-November 2022. The seventeen days include preparation and adaption of tools (4 days); Preparation of power point presentations and training agenda (1 day); delivering the ToT (10 days) and preparation and submission of a comprehensive training report (2 days).

After the ToT training, the partner will organize the coaching training for TOT participants targeting cooperatives as well as other relevant producer organizations and manage the workshop logistics for the replication of the training. The partner will be expected to provide on spot technical support and coaching during cascading of the training as part of the second phase assignment. The second phase of the assignment is anticipated to run between December 2022 to March 2023.

Payment modality

- Thirty (30%) percent upon signing of the contract and delivery of an inception/methodological notes.
- Sixty (60%) upon completion of training of trainers /coaching and submission of the training report and adapted tools.
 - Ten (10%) upon submission of final technical and financial reports, to the satisfaction of the ILO.

Contracting conditions

The present assignment is a consultancy under the standard terms and condition of implementing agreement of the ILO.

Qualifications and experience of the implementing partner

Required qualifications include:

- Experience in training cooperatives and farmers groups⁷
- Knowledge and awareness of the cooperatives structure, legal framework and operations in Uganda
- Understanding of the situation of cooperatives in Uganda in particular in Arua, Madi-Okollo, Terego and Isingiro districts

⁷ Prior experience in delivering training with ILO's tools on cooperative development will be an asset.



- Understanding of refugee operations in Uganda, and the legal framework guiding their participation in self-help/member-based groups
- Specific knowledge on participatory research methods
- Good facilitation, presentation and analytical skills, as well as ability to elaborate high quality research documents
- Language skills: fluency in English, knowledge of local languages of the target regions will be an added advantage.
- Familiarity with ICT tools that can be used for regular data collection
- Prior experience in delivering training with ILO's tools on cooperative development

Application process

The interested applicants (non-profit organisations) with ability to deliver on this assignment should send their technical and financial proposal to: klaprocedurement@ilo.org not later than September 24, 2022. Any enquiries on this call for proposals should be sent to klaprocedurement@ilo.org