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Affiliated Network for Social
Accountability – Arab World

Affiliated Network for Social Accountability in the Arab World

Consultancy Terms of Reference

Conducting Training and Awareness Raising Workshop on Service Delivery in Yemen

I. Background

CARE has operated in Egypt since 1954. Its programming aims to help communities living in poverty meet basic needs, improve their social positions and cope with their challenging environments in ways that are sustainable and empowering. Underpinning all of CARE's work is a commitment to strengthening local civil society, promoting human rights and addressing the underlying causes of poverty and injustice, such as poor governance, gender inequity, economic and social exclusion and conflict. CARE places special emphasis on investing in women and girls because its experience shows that their involvement invariably brings long-term benefits to families and communities.

Overview of the Governance and Civic Engagement Program

The Governance and Civic Engagement Program aims to address poor local governance as a key underlying cause of poverty, by fostering transparency, accountability, and citizen inclusion in processes of public decision making. The program focuses on: supporting local government to implement processes that give citizens opportunities to express their views and participate; enhancing CSOs role in promoting good governance and holding local government accountable; advancing citizen, especially women and youth, engagement in local affairs to provide them with opportunities to express their views and influence decisions; and supporting media independence and the capacity of the media to provide citizens with objective, balanced, and fact-based information.

The Affiliated Network for Social Accountability¹ in the Arab World (ANSA-AW) is managed by CARE Egypt as a project under the Governance and Civic Engagement Program. The initial startup phase of the project is funded by the World Bank.

Many countries across the Arab World Region are undergoing a process of political and social transformation following the so-called "Arab Uprising" of 2011. In a number of countries, a new order is being negotiated which may lead to more democratic, inclusive and accountable governance. ANSA-AW believes that strong and competent citizen associations and civil society organizations (CSOs), demanding good governance through the effective use of Social

¹ **Social Accountability** refers to approaches that seek to enhance the ability of citizens, civil society organizations, and other non-state actors to hold the state accountable and to make it responsive to their needs, and also enhance the capacity of the state to become transparent, accountable, and participatory in order to respond to these demands.



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Accountability tools, are crucial for establishing accountable and responsive state institutions. While much attention has been paid to the “supply” side of good governance (i.e. encouraging governments to improve internal systems of transparency, accountability, responsiveness and effectiveness), it is now broadly recognized that more needs to be done on the “demand” side of good governance, by supporting and building the capacity of citizens and CSOs to hold the government (and other societal power-holders) accountable and to participate in processes of governance and public decision-making that directly affect their lives.

ANSA-AW aims to establish a network of social accountability practitioners from across the region and to enhance Social Accountability in the Arab world focusing on four strategic pillars; (1) Access to Information, (2) Freedom of Association, (3) Budget Transparency, and (4) Service Delivery. This will be through the following activities:

- Building the capacity of members of the network
- Raising awareness on Social Accountability
- Facilitating information sharing and networking
- Establishing a small grants program to support Social Accountability initiatives

The network was launched in Rabat, Morocco on 15 March 2012 by potential members from seven Arab countries- Palestine, Jordan, Lebanon, Yemen, Egypt, Tunisia and Morocco.

II. Objectives of the assignment

The main **objectives** of the mission are:

- (a) To prepare and conduct a 2 to 3 days training and awareness-raising workshop, to enhance trainees knowledge on Service Delivery;
- (b) To give trainees an overview of Service Delivery concept and approach along with best practices regionally and globally;
- (c) To introduce Service Delivery enhancement tools; and
- (d) To develop a training manual about Service Delivery for ANSA-AW’s future activities;

The training will focus more specifically on Service Delivery however; it is crucial to link it to Social Accountability as identified by ANSA-Arab World members and explained below:

Service Delivery

Basic public services (in the areas of health, education, water, sanitation, etc.) are essential to citizen well-being and of particular importance to poorer and disadvantaged social groups. As a result, many Social Accountability initiatives focus on improving the quality and accessibility of these services through citizen participation in processes of decision-making and oversight and through a range of citizen/community-led monitoring and evaluation tools; holding the government accountable for its commitments.

III. Scope of Work

The consultancy is expected to be conducted by one trainer. S/He may be assisted by other junior trainer and/or or technical assistants if required. The trainer will consolidate available materials provided by CARE Egypt, ANSA-AW Secretariat, to develop a training package including the following:

- Training manual (including all materials, exercises, case studies...etc);
- All PowerPoint presentations and other visuals presented during the training;
- List of resources used for future reference;
- Pre and post evaluation forms and reports;
- Final report including recommendations for future revisions and improvements for training;
- English summary of the final report;

The above are to be submitted in both soft and hard copy

The consultant agrees that **ALL** these documents are considered CARE Egypt, ANSA-AW property that would be used in all publications, reports...etc.

Key products and proposed methodologies are outlined below.

Activity	Purpose	Product	Timeline/ Paid Days
Preparation of the training manual and PowerPoint presentation	Outline the content of the training documents and develop an appropriate training manual and necessary materials [PowerPoint presentation, pre and post-evaluations, case studies, agenda.. etc.]	<ul style="list-style-type: none"> ▪ Draft training outline; ▪ Draft PowerPoint presentation; Outline of workgroup activities/ case studies; ▪ Pre and post-evaluation tests ▪ Draft agenda; and 	<p>Aug 31 – Sep 8, 2012</p> <p>[1 paid day]</p>
Submit training manual outline & draft PowerPoint presentation to CARE Egypt	CARE Egypt will review the training manual and PowerPoint presentation	Modified manual (Insert comments [if any] to make sure that the training manual is to the point and help achieve the training objectives)	Sep 8, 2012
Finalize the training materials	Develop final version of the training manual	<ul style="list-style-type: none"> ▪ A 40 – 50 page training manual in MS word format ▪ A 35 – 45 slides of PowerPoint presentation ▪ worksheets and case studies ▪ Pre and post-evaluations ▪ detailed agenda for the two days 	<p>Sep 11 – 12, 2012</p> <p>[1/2 paid day]</p>
Conduct a 2 to 3 days- training	Enhance the knowledge of trainees on Service Delivery to enable them to play an effective	<ul style="list-style-type: none"> ▪ Training manual and PowerPoint presentation ▪ Pre and post-evaluations 	<p>2nd week of September</p> <p>Two consecutive days</p>



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	role in applying its tools inside their country	<ul style="list-style-type: none"> Detailed agenda for the two days case studies 	Will be determined [2 paid days]
Draft training report	Share with CARE Egypt a draft training report including lessons learnt & recommendations on improving the training documents	<ul style="list-style-type: none"> A 20-25 analytical report including pre & post- evaluation Revised training manual in MS word format for future use 	Sep 19 – 27, 2012 [1 paid day]
Final training report	Make final revisions to the report (based on the feedback of CARE Egypt)/ An English summary of the final report	<ul style="list-style-type: none"> A 20-25 analytical report Revised training manual in MS word format for future use based on the pre & post- evaluation findings An 8 pages English summary of the final report 	First week of October [1/2 paid day]

Total level of effort: 5 days

IV: Coordination

The Trainer will report to the Governance Program Director who may delegate ANSA-AW Manager and team members. The table below shows the responsibilities of CARE Egypt in Egypt and the consultancy team/ consultant.

Tasks	CARE Egypt	Consultancy / consultant
Providing background documents on ANSA-AW	←	
Preparing training materials		←
Approving training materials	←	
Training logistics and arrangements		←
Conducting the training		←
Workshop documentation [attendance sheets/ photos/ work groups outputs/ recommendation notes]		←
Final report		←

V: Trainers Qualifications:

The trainer should have the following required qualifications:

- A minimum of 10 years experience in governance, political economy training and development; of which 6 years experience in Social Accountability strategic pillars; preferably Service Delivery along with citizen/community monitoring of public services.
- Advanced degree (minimum of Masters) in political science, international development and/or a related social science discipline.



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- Demonstrated expertise and proven track record in conducting complex civil society and/or governance-oriented social science trainings
- In-depth understanding and application of training techniques and methodologies
- Strong knowledge of the government sector and civil society in the target country.
- Specialized knowledge of the political and socio-cultural environment of the Arab World.

VI. Execution of assignment

The assignment will be executed over a period of three weeks effective from Aug 30, 2012, and the training will be conducted in Yemen for 2 to 3 days. All reports and other written outputs will be submitted to CARE Egypt in electronic form. The electronic submission will include all relevant reports as well as underlying training events and produced materials.

VII: Technical and financial proposal:

Interested applicants should submit the following documents in their offers:

A. Technical Proposal:

A short (maximum 5 pages) technical proposal in Arabic and English containing the following:

1. A brief statement of understanding of the assignment.
2. A description of the trainer's proposed general approach to the assignment.
3. A description of each specific training methodology the consultant proposes to use.
4. The technical proposal should include in annex (in addition to the 5 page proposal):
 - i) A statement of the qualifications and skills of the trainer / organization (if applicable), including a brief description of previous relevant (similar) consultancies.
 - ii) A copy of the CVs of the proposed national trainer and his support staff, if any. Each CV should be no longer than three pages and contain relevant information only.
 - iii) Samples of trainer's previous work (e.g. a previous manuals or report, ideally on a subject related to Social Accountability or Governance).

B. Financial Proposal:

The trainer is requested to submit a **firm fixed price** offer separate from the technical proposal. The financial proposal should include a breakdown of the cost elements to assist in determining the rationale of the given rates. The total cost should cover the entire training process including: preparation and design of the training manual and methods, the implementation of training, and the preparation of the final training product (with accompanying data sets). The financial report should indicate a complete list of deliverables and a proposed time-frame.

Preliminary meetings to discuss the exact framework, approach, tools and field work of the consultancy team will be held at the start of the mission.



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VIII: Payment Schedule

Full payment of the contract will be delivered after the duly completion of the consultancy

The deadline for technical proposal submission is August 25, 2012