



TERMS OF REFERENCE - DEVELOPMENT OF A TRAINING PACKAGE ON CIVIL SOCIETY STRENGTHENING

1. Background and rationale

Plan International is an international civil society organization working for a more just world that advances the rights of the child and equality for girls. A number of Plan International offices and CSO partners in Africa, Latin America and Asia have benefited from the financial support of the Swedish International Development Cooperation Agency (Sida) through Plan International Sweden (SNO) for the implementation of a Framework Programme (Jan 2015-june 2019) with the following overall goal: "in collaboration with civil society organizations, children and youth claim their rights from rights holders who actively commit to respect, protect and fulfil these rights". The Framework Programme also aims to provide access to resources and collaboration in order to strengthen civil society in their capacity to network, coordinate and mobilise their members on the one hand, and to influence and lobby governments on the other. The next implementation period of the Framework Programme is expected to start 1 July 2019 – 31 of June 2024, provided donor approval.

Sida's support is part of its Strategy to support Civil Society Organisations. It focuses on supporting the development of a dynamic and pluralistic civil society in developing countries, operating from a rights perspective, in order to improve the living conditions of people living in poverty in all its dimensions, increase respect for human rights and promote sustainable global development.

An important dimension of the Framework Programme is the aspiration to broaden the diversity, representativeness, legitimacy and also the effectiveness of civil society. This involves supporting child- and youth-led organizations, movements and networks, including groups of girls, young women and excluded groups, to become real actors in civil society. To this end, an evaluation study was commissioned in 2017 in three countries of the programme framework: Benin, Burkina Faso and Togo. While the study revealed the relevance of a number of strategies used by and with civil society in the three countries, it also and above all highlighted many gaps that significantly reduce the effectiveness of civil society. For example in relation to: *understanding of the concept of legitimacy, diversity and representativeness of civil society, the amalgam between civil society strengthening and programmatic capacity building, knowledge and capacity to influence the state and be effective as a civil society including in an undemocratic and hostile environment and knowledge and capacity to work with children and young people as partners rather than beneficiaries.*

The results of this study can be extrapolated to the other regions of the programs (East Africa, Asia and Latin America) with only a few specificities, in the light of other evaluations. Based on this it has become evident that the program approach, including capacity of Plan International and CSO partner staff, on the concepts and their practices needs to be enhanced in a systematic manner. To this end, the assignment of this ToR is to develop a training package for this purpose that can be used in the preparation of and implementation of next framework period 1 July 2019- 1 July 2024.

2. Objectives

The specific objective for this assignment is to **Develop a training package, with the below specified modules, on strengthening civil society in the context of rights of children and young people.** The training package will contribute to the CSS program approach in the programs supported by Sida Civsam, via Plan International Sweden, in Latin America, Africa and Asia, and in general aligned to Plan International's Theory of Change and Building Better Partnership Guidance to contribute to the wider organization's programming around CSS in different context

3. Expected outputs

The assignment shall result in that Plan International and its diverse partners, particularly CSOs, have a user-friendly and enriching training package on civil society strengthening. It should contain the following modules and tentative content:

MODULE 1. Civil Society and Development effectiveness, e.g.:

- Development effectiveness agenda
- Applying Istanbul principles
- Youth indicators
- Active participation of youth and child rights groups in D.E decision making spaces

MODULE 2. CSO strengthening – legitimacy and diversity, e.g.:

- Rationale and ideological starting points: Democratic organisations, Legitimacy and representativeness, Gender and diversity, Sustainability. Including defining Plans role in this and international rights frameworks underpinning CSS work; including SDGs.
- Defining different types of CSOs and how one can work them; formal, informal, movements.
- Enabling CSOs to envision and identify what a strong civil society would look like.
- How to do Organisational development (OD): Good governance and accountability, organisational self-assessments, OD plans, methods to use for OD considering different types and sizes of CSOs.

MODULE 3. Enabling Environment (space & influence)

- What is an enabling environment? Why do we need to consider it?
- Operating in shrinking space and hostile contexts for CS, especially youth organisations.
- How to consider enabling environment in program design: The Enabling Environment Lense.
- Risks and protection of human rights/child rights defenders

MODULE 4. Collaboration

- Why collaborating, when and with who – in a CSS perspective.
- What different types of collaborations can be supported?
- What needs to be considered when supporting different types of collaborations.

MODULE 5. Partnership

- Why building better partnerships? Local ownership, autonomy and sustainability.
- How to build better partnerships? Building Better Partnerships Guidelines.
- Partnering with youth organisations (formal vis-à-vis informal).

The following should be included or used as a starting point:

- The modules shall contain participatory exercises, examples and evidences. Concrete successful cases/examples are important, as well as cases/examples of failures/barriers. The training approach should be creative, inclusive and reflective.
- The Training Package should include a PowerPoint presentation for each module, including "facilitators notes" (mainly key bullet points) to be used in physical trainings, as well as online trainings (possibly some additional/adapted guidance for online trainings may be needed)
- The modules should be linked to each other, but they should be structured so that it is possible to do separate sessions on only one.
- The Training package will mainly be used as a digital product, but it also needs to be possible to easily print the Trainings Package as one publication (and as single modules) as well.
- The language and terminology should be user-friendly in order to it to be possible to use it for a range of organisations from e.g. grass root youth organisations to large regional NGOs.
- The Training package should include references or list(s) of useful resources such as documents, videos, images, case studies, links etc.
- The following material should be used/integrated into the relevant modules e.g: CSS program approach Guidance note and training material, Building Better Partnership (the Guidance, the 7 key steps, the Pathway to partnering with Youth Organisations and related training material), Enabling environment lense-tool (draft), Guidance on Organisational Assessments and Plans. Central documents related to CSS from Sida Civsam and other relevant studies, reports and material from different entities of the organisation will also be shared.
- The modules should be developed so that it is possible to adjust the length to approx. 0.5 day - 2 days for each module. Also, the modules should be organized in a to give the possibility to plan short (2 days) and long (5 days) trainings using all modules.
- Gender, inclusion and climate/environmental perspective should be considered as crosscutting requirements and integrated in the modules where possible.
- Graphic design could be included in the assignment if the relevant expertise exists with the consultancy team. If not, it will be assigned by Plan International separately.

4. Process

1. Agree on the overall assignment and sign contract.
2. Review the documents shared and referred to above, as well as best available evidence, examples and other relevant training guidance and tools for inspiration.
3. Agree with Plan International Sweden on a detailed Work plan including the details of the process, the format and the outline.
4. Draft a Training Package with modules in line with this.
5. Test sessions will be conducted by Plan International, mainly the CSS & Partnership advisors, in different countries and contexts during a set period of time. The feedback collected from the sessions will be used by the consultant to update and finalize the training package.
6. Update and submit the final Training package based on the test training.

5. Timeframe and deliverables

The assignment should be initiated as soon as possible and completed by 24 May at the latest. The work can be done on a full-time or part-time basis, and by one consultant or a team of consultants. Work can be conducted at a distance with regular calls/meetings with Plan International Sweden.

Calls and meetings between Plan International and the consultant(s) will be scheduled in the workplan to monitor and support the advancement of the work. The following time table can be discussed and partly adjusted depending on availability.

Activities	Deliverables	Timeline
Workplan with more details on format, list of content and process.	Workplan	6 March
Share a draft package 25 March, update based on feedback and share final draft latest 1 april	Draft Training Package	25 March – 1 april
Workshops to test the final draft training package organized and implemented by Plan International. Feedback will be collected and shared with the consultant(s).	Testing, participants feedback	4 April – 10 May
Update and finalize the Training Package based on the feedback from the test workshop(s)	Final Training Package	24 May

6. Qualifications

The successful consultant – or team of consultants - must have the following qualifications:

- Have worked for or being engaged in a civil society organization. Preferably including at both community level and national/regional/international level in order to understand both local CSO partners and Plans International perspective.
- Proven knowledge and experience of the field of civil society strengthening work, including on enabling environment, organisational development and partnership approach.
- Have experience or knowledge on working with rights of children and young people, preferably in the context of civil society strengthening and/or participation.
- Have knowledge of the meaning of the Istanbul Principles on the effectiveness of civil society: preferably by e.g. research work, scientific articles, trainings facilitation.
- Have developed at least three similar training packages or modules for civil society strengthening purposes.
- Proven knowledge on Gender and inclusion sensitivity will be an asset.
- Have at least worked in minimum two regions or multiple countries to ensure diversity.
- Proficiency in English. French and/or Spanish is an asset.

7. Offers submission and budget

Applicants will be required to submit a technical and financial offer latest 27th of February to lana.kjellberg@plan-international.org , including number of work days and time line. The technical offer must include a simple proposal of the process, outline and description of the final product of the Training Package and modules. The consultant's CV should be submitted, with clear references to the experiences and knowledge relevant for the assignment.