



## Terms of Reference

### General Information

<b>Project</b>	:	Skills4Work- “Improving Resilience of refugee and Host Population in Jordan through Development of Livelihood Skills and Opportunities”
<b>Activity Title</b>	:	External Service for Skills4Work
<b>ToR Number (Please refer to it when applying)</b>	:	ToR/S4W/04/2024
<b>Location</b>	:	Jordan
<b>Date of Announcement</b>	:	May 1, 2024

### Leaders International

Leaders International is an international network of local organizations that plans, manages, and monitors innovation and economic development interventions in the region. Through its offices in Brussels, Tunisia, Amman, and Ramallah, Leaders International provides complete project-management services with a focus on private-sector development, enterprise development, job creation, entrepreneurship, D4D, economic policy dialogue, and tourism value chain development.

### Project Background

Skills4Work II is a transformative 3-year project dedicated to localizing demand-driven skills development for the empowerment of both refugees and Jordanian host communities. With a primary focus on enhancing employability, the project aims to bolster the capacities of Small and Medium-sized Enterprises (SMEs) to create sustainable job opportunities. Through targeted skills development, support for SMEs, and gender-inclusive strategies, Skills4Work II seeks to address the pressing issue of unemployment in Jordan, particularly within the private sector. By actively engaging with vocational training centers, sector skills councils, and community-based organizations, the project adopts a human rights-based approach and integrates environmental considerations to ensure long-term impact and the creation of sustainable livelihoods for beneficiaries. Skills4Work II envisions a future where local solutions lead to increased economic resilience and empowerment for refugees and host communities in Jordan.

This project is implemented by Leaders International for Economic Development (LI) and funded by the Regional Development and Protection Programme for Jordan and Lebanon (RDPP III) under the Embassy of Denmark in Beirut.

### Objective

1. The primary objective of this programme is to educate employment sector stakeholders: such as employers, employees, associations, and vocational training centers about important issues and best practices in the field.
2. The programme aims to promote knowledge sharing and collaboration to address employment challenges and create sustainable, inclusive work environments.
3. Conduct mapping and analysis of the relevant private sector and their employment needs, capacities, and working conditions.
4. Conduct a comprehensive diagnostic of the 40 chosen private sector actors to identify their technical assistance needs. The diagnostic aim to highlight the targeted technical assistance needed and support in the development of delivery plan for each actor.

5. Develop a decent work assessment tool to be used in assessing participating private sector participants work conditions.
6. Improve access to employment and labor rights by engaging with national and/or sub-national entities through creating partnership with relevant stakeholders to form strategic alliances. Additionally, providing technical assistance and capacity building to institutions to stimulate processes that increase employability.
7. Develop a tailored module for enterprises on gender inclusivity to be used for participating private sector participants as part of their capacity building program.
8. Improve the employability and technical capabilities of chosen beneficiaries in line with current private sector needs. The project seeks to assess the skill requirements of the private sector, define selection criteria for beneficiaries that align with market demands, create and implement a comprehensive training program. Additionally, it aims to establish an effective apprenticeship and job placement program.
9. Review, update, and improve the current strategy and internal systems of Leaders International (LI). The consultant will assess challenges, achievements, and areas of improvement in the existing strategy, conduct a business analysis of LI's internal systems, identify gaps and needs, and develop a capacity development plan. Additionally, the consultant will assess staff professional capacity and map out relevant capacity-building trainings and activities for staff, as well as guide the upgrade of the IT hardware.

## Scope of Work

<p>Delivery of Awareness Raising Programme of Employment Sector Stakeholders</p>	<ul style="list-style-type: none"> <li>• Conduct an assessment of the employment sector stakeholders' current knowledge, attitudes, and practices to identify key topics and areas for awareness-raising.</li> <li>• Develop a comprehensive programme strategy, including the objectives, themes, structure, and content of the awareness-raising sessions.</li> <li>• Create engaging and informative content for the programme, such as presentations, handouts, interactive activities, case studies, and other materials as needed.</li> <li>• Identify and engage with key stakeholders in the employment sector to ensure their needs and perspectives are considered in the programme.</li> <li>• Organize and conduct awareness-raising sessions for the stakeholders, using appropriate methods such as workshops, seminars...etc.</li> </ul>
<p>Conduct mapping and analysis of relevant private sector and their employment needs, capacities and working conditions</p>	<ul style="list-style-type: none"> <li>• Develop an inception report outlining the work methodology and timeline of the assessment.</li> <li>• Conduct a sectorial mapping to identify sector with the highest potential for employing and growth.</li> <li>• Conduct a private sector mapping to identify relevant private sector stakeholders and the employment need. In addition to, their capacities and working conditions.</li> <li>• Conduct mapping of refugees; their status, skills, working conditions, legalities of their working permits...etc.</li> <li>• Based on the data received from private sector enterprises, conduct categorization of their employments, capacities and their technical needs.</li> </ul>

	<ul style="list-style-type: none"> <li>• Review previous researches &amp; publications conducted by LI within the RDPP II and incorporate it in the closeout report with an updated data.</li> <li>• Develop a call for application template to be filled by the private sector enterprises for applying to the project support program.</li> </ul>
<p>Conduct mapping and analysis of relevant private sector and their employment needs, capacities and working conditions</p>	<ul style="list-style-type: none"> <li>• Develop a diagnostic framework to guide the assessment of each private sector actor.</li> <li>• Conduct in-depth interviews and surveys with chosen 40 private sector actors to gather data on their current operations, challenges, and opportunities for growth.</li> <li>• Analyze data collected to identify technical assistance needs and opportunities for each actor.</li> <li>• Develop a tailored technical assistance delivery plan for each actor based on the diagnostic findings.</li> <li>• Present findings and proposed TA plans to stakeholders for feedback and validation.</li> <li>• Document the entire process, including methodologies, findings, and recommendations.</li> <li>•</li> </ul>
<p>Develop a Decent Work Assessment</p>	<ul style="list-style-type: none"> <li>• Develop an inception report outlining the work methodology and timeline of the assessment.</li> <li>• Conduct a thorough assessment to understand the decent work nature in Jordan, in addition to carry desk research on decent work pillars within the targeted sector.</li> <li>• Define the sections of the assessment tool and the methodologies to be used for the assessment.</li> <li>• Create a systematic and user-friendly tool for self-assessment or carried by an expert.</li> <li>• Based on the data received from private sector enterprises, incorporate the data within the decent work assessment</li> <li>•</li> </ul>
<p>Employment and Labour Rights</p>	<ul style="list-style-type: none"> <li>• <b>Sign MOUs with Relevant Stakeholders and Form Strategic Alliances</b> <ul style="list-style-type: none"> <li>○ Identify and map key stakeholders and partners in the field of employment, labor rights, training, and workforce development.</li> <li>○ Develop and negotiate MOUs with identified stakeholders to establish strategic alliances.</li> <li>○ Collaborate with national and sub-national entities to define areas of cooperation and joint initiatives that align with the objective.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Provide Consultation to Relevant Institutions to Influence Processes to Increase Employability</b> <ul style="list-style-type: none"> <li>○ Offer expert advice to institutions on current trends, best practices, and methodologies to enhance employability and labor rights.</li> <li>○ Assist institutions in reviewing and improving processes and programs to better align with labor market demands and access to employment rights.</li> <li>○ Provide guidance on curriculum development, training programs, and other interventions aimed at improving employability outcomes and awareness of labor rights.</li> <li>○ Conduct Gaps Assessment of Relevant Normative Acts</li> <li>○ Review existing normative acts, regulations, and policies related to employment, labor rights, training, and education.</li> <li>○ Identify gaps or inconsistencies in current normative acts and their impact on employability and access to labor rights.</li> <li>○ Analyze how these gaps affect the transition from training to the job market.</li> <li>○ Prepare a detailed report with findings and recommendations for improvement.</li> </ul> </li> <li>• <b>Enhance/Adapt Relevant Documents to Support Institutions for a Better Transition from Training to Job Market</b> <ul style="list-style-type: none"> <li>○ Assess existing training materials, curricula, and other educational documents for relevance and effectiveness in addressing labor rights and employability.</li> <li>○ Revise and enhance documents as needed to align with industry needs and job market trends while promoting access to labor rights.</li> <li>○ Collaborate with institutions to ensure documents are tailored to support a seamless transition from training to employment.</li> <li>○ Provide training and guidance on the use of enhanced/adapted documents.</li> </ul> </li> </ul>
<p>Develop a Tailored Gender Inclusivity Module</p>	<ul style="list-style-type: none"> <li>• Develop an inception report outlining the work methodology and timeline of the assessment.</li> <li>• Conduct a thorough assessment to understand gender inclusivity challenges within target enterprises.</li> <li>• Define module objectives aligned with private sector participants' capacity-building goals.</li> <li>• Create tailored, interactive content covering key aspects of gender inclusivity.</li> <li>• Establish indicators, conduct post-training evaluations, and provide recommendations for sustainability and ongoing improvement.</li> </ul>

	<ul style="list-style-type: none"> <li>• Based on the data received from private sector enterprises, incorporate the data within the gender inclusivity module</li> </ul>
<p>Identification of Labour and Skills Needs of Emerging Economic Sectors in Jordan &amp; Design and Delivery of Training programs</p>	<ul style="list-style-type: none"> <li>• Mapping and Criteria Development <ul style="list-style-type: none"> <li>○ Conduct Mapping of Private Sector Skills Needs: Utilize Leaders International methodology to identify and map the specific skill needs of the private sector in relevant industries and sectors. This includes but not limited to engaging with: <ul style="list-style-type: none"> <li>- Industry stakeholders</li> <li>- Conducting surveys</li> <li>- Analyzing existing data to determine current and projected skill demands.</li> </ul> </li> <li>○ Develop Beneficiary Selection Criteria: Based on the findings from the mapping exercise, create a set of beneficiary selection criteria tailored to the identified market needs.</li> </ul> </li> <li>• Training Program Development and Delivery <ul style="list-style-type: none"> <li>○ Develop a Training Program: Create a training program that addresses both employability and technical skills for the identified occupations. The program should include a combination of soft skills, gender equality, and occupation-specific technical training.</li> <li>○ Deliver the Training Program: Conduct the training program for the selected beneficiaries, providing them with employability, gender equality, and technical training modules. The program should equip beneficiaries with the necessary skills and knowledge to meet market demands.</li> </ul> </li> <li>• Apprenticeship and Job Placement <ul style="list-style-type: none"> <li>○ Design an Apprenticeship and Job Placement Program: Develop a comprehensive apprenticeship and job placement program that facilitates practical work experience and employment opportunities for the trained beneficiaries. The program should establish connections with industry partners and employers to provide hands-on experience and job placements for the participants.</li> </ul> </li> </ul>
<p>Increase the Organizational Capacity in Strategy, Systems, and Staff Development</p>	<ul style="list-style-type: none"> <li>• Review and update the current strategy of LI, assessing existing challenges, achievements, areas of improvement and provide recommendations for strategic enhancements.</li> <li>• Conduct a business analysis of LI's internal systems to identify gaps and needs; and develop a comprehensive capacity development plan to address these issues.</li> </ul>

	<ul style="list-style-type: none"> <li>• Update and strengthen chosen internal systems, ensuring alignment with the updated strategy and capacity development plan.</li> <li>• Conduct an internal needs assessment of staff's professional capacity, identifying areas for improvement and potential opportunities for development.</li> <li>• Map out relevant capacity-building trainings and other professional activities for selected staff based on the needs assessment findings.</li> <li>• Facilitate staff participation in professional development activities identified in the mapping process, ensuring alignment with LI's goals and objectives.</li> <li>• Guide the upgrading of IT hardware, aligning with LI's strategic goals and ensuring compatibility with updated internal systems.</li> </ul>
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## Deliverables

Delivery of Awareness Raising Programme of Employment Sector Stakeholders	<ul style="list-style-type: none"> <li>• A detailed needs assessment report outlining key areas of focus for the programme.</li> <li>• A comprehensive programme design, including objectives, themes, and content for the awareness-raising sessions.</li> <li>• High-quality and engaging content materials for the programme, such as presentations, handouts...etc.</li> <li>• A final report documenting the programme's implementation.</li> </ul>
Conduct mapping and analysis of relevant private sector and their employment needs, capacities and working conditions	<ul style="list-style-type: none"> <li>• A closeout report including the mapping and analysis results. In addition to the supporting documents needed to validate the data collected such as references, minutes of meeting, questionnaire, templates created...etc.</li> <li>• Any documents arising from the work done.</li> </ul>
Conduct mapping and analysis of relevant private sector and their employment needs, capacities and working conditions	<ul style="list-style-type: none"> <li>• Diagnostic Tool Template.</li> <li>• Delivery Plan Template.</li> <li>• 40 Diagnosis Report.</li> <li>• 40 Delivery Plan.</li> <li>• A report documenting the entire process, including methodologies, findings, and recommendations.</li> </ul>
Develop a Decent Work Assessment	<ul style="list-style-type: none"> <li>• A closeout report including the work done through the assignment. In addition to the supporting documents needed to validate the data collected such as references, minutes of meeting, questionnaire, templates created...etc.</li> </ul>

	<ul style="list-style-type: none"> <li>• Decent Work Assessment Tool</li> <li>• Any documents arising from the work done.</li> </ul>
Employment and Labour Rights	<ul style="list-style-type: none"> <li>• Detailed report on strategic alliances formed, including a soft and hard copy signed MOUs and partnership agreements.</li> <li>• A report summarizing the advisory and support provided to institutions, including workshops and seminars conducted.</li> <li>• Comprehensive gaps assessment report outlining findings and recommendations.</li> <li>• Enhanced and adapted documents that support institutions in improving employability and the transition from training to the job market.</li> </ul>
Develop a Tailored Gender Inclusivity Module	<ul style="list-style-type: none"> <li>• A closeout report including the work done through the assignment. In addition to the supporting documents needed to validate the data collected such as references, minutes of meeting, questionnaire, templates created...etc.</li> <li>• Gender Inclusivity Tailored Module</li> <li>• Any documents arising from the work done.</li> </ul>
Identification of Labour and Skills Needs of Emerging Economic Sectors in Jordan & Design and Delivery of Training programs	<ul style="list-style-type: none"> <li>• A detailed report of the private sector skills needs mapping, including identified skill gaps and market projections.</li> <li>• Beneficiary selection criteria document based on market needs analysis.</li> <li>• Comprehensive training program curriculum focusing on employability, gender equality, and technical skills.</li> <li>• Training delivery to beneficiaries, including training materials, session plans, and evaluation reports.</li> <li>• Apprenticeship and job placement program plan, including partnership agreements with potential employers and progress tracking.</li> </ul>
Increase the Organizational Capacity in Strategy, Systems, and Staff Development	<ul style="list-style-type: none"> <li>• A comprehensive report detailing the review and update of LI's current strategy, including challenges, achievements, and areas of improvement, with recommendations for enhancements.</li> <li>• A business analysis report of LI's internal systems, highlighting gaps, needs, and recommendations for a capacity development plan.</li> <li>• Report on the updated and strengthened internal systems based on the consultant's feedback.</li> <li>• Internal needs assessment report of staff's professional capacity, including identified areas for improvement.</li> <li>• Mapping report of relevant capacity-building trainings and professional development activities for selected staff.</li> <li>• Documentation of staff participation in professional development activities.</li> </ul>

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|  | <ul style="list-style-type: none"><li>• A plan for upgrading IT hardware in alignment with the updated internal systems and strategy.</li></ul> |
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## Duration of Work

- June 2024- October 2026

## Qualifications Required

- 10 years of experience in conducting awareness-raising programs and practical experience in private sector development and engagement.
- Extensive experience in managing and implementing economic development or employment projects, especially those focusing on livelihood skills and opportunities for both refugees and host populations.
- Experience working with high-level counterparts and engaging with senior government officials.
- Familiarity with industry trends, labor market demands, and educational policies, with a focus on labor rights.
- A deep understanding of labor laws and rights, especially in the context of Jordan or similar regions, would be important, as the project aims to enhance labor rights and employability.
- Proven track record in designing and implementing successful training, apprenticeship, and job placement programs.
- Experience in designing and delivering training programs, particularly those focused on employability, gender equality, and technical skills, job placement programs.
- Experience in conducting sectorial and private sector mapping, diagnostic frameworks, and technical assistance plans, strategic planning, business analysis, and capacity development, with knowledge of nonprofit or development sector desirable.
- Previous work experience with donor-funded programs focusing on private sector development and engagement and gender inclusivity within the private sector development.
- Knowledge of the socio-economic context of Jordan, particularly the challenges faced by refugees and host communities, is likely necessary for effective implementation of the project.

## Taxes and Other Terms

- The offer should be including VAT
- For individual consultants, Applicable tax laws apply
- Please mention the ToR number: (ToR/S4W/04/2024) in the email subject
- Offer should be addressed to: Leaders International for Economic Development/ Skills4Work
- Please submit your technical and financial offer, in addition to your company profile or CV (Individual Consultants) to: [procurement@leadersinternational.org](mailto:procurement@leadersinternational.org), no later than May 14, 2024 using **JOD Currency**.