



# Terms of Reference for IUCN Consultancy

## **Title: Capacity Building and Advocacy**

### **Objective of the Consultancy**

This consultancy has the following objective(s):

The main objective of this consultancy is to strengthen the capacity and increase awareness of local communities, Syrian refugees, local authorities, academic institutions, schools, etc in the Karak and Madaba governorates about sustainable practices for agriculture, food processing, business models, water harvesting, climate-smart agriculture techniques, and climate change impact; adaptation and mitigation measures.

### **Background**

Project Reference: [P04385](#), Donor reference: [AVRO-00078](#)

### **About IUCN**

IUCN is a membership Union uniquely composed of both government and civil society organisations. It provides public, private and non-governmental organisations with the knowledge and tools that enable human progress, economic development and nature conservation to take place together.

Created in 1948, IUCN is now the world's largest and most diverse environmental network, harnessing the knowledge, resources and reach of more than 1,400 Member organisations and around 15,000 experts. It is a leading provider of conservation data, assessments and analysis. Its broad membership enables IUCN to fill the role of incubator and trusted repository of best practices, tools and international standards.

IUCN provides a neutral space in which diverse stakeholders including governments, NGOs, scientists, businesses, local communities, indigenous people's organisations and others can work together to forge and implement solutions to environmental challenges and achieve sustainable development.

Working with many partners and supporters, IUCN implements a large and diverse portfolio of conservation projects worldwide. Combining the latest science with the traditional knowledge of local communities, these projects work to reverse habitat loss, restore ecosystems and improve people's well-being.

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### **About the Project**

Jordan's water scarcity is compounded by different pressures including climate change, industrial and agricultural practices, population growth, and Syrian refugees' influxes, which create barriers to economic development. Climate-related hazards in Jordan include droughts, extreme temperatures, storms, landslides, and flash floods. While these hazards are a natural occurrence in Jordan, they nevertheless pose serious constraints on development, and their intensity and frequency are likely to increase under a changing climate. Climate change is increasingly affecting vulnerable communities in Jordan, as the country simultaneously grapples with social cohesion and rapid population growth. Refugee arrival waves and the existing presence of Syrian refugees increase citizens' discontent towards local governmental entities and their ability to fairly manage shared resources such as water and land. The most affected sectors by water issues in Jordan are the agricultural sector and the labour sector, which are already impacted by the Syrian crisis and the presence of refugees. Responding to these challenges, the AMER project has been developed to enhance sustainable economic mechanisms in the agriculture and food security sectors as drivers to empower Jordanian host communities and Syrian refugees in southern governorates. the project would create job and livelihood

opportunities in the agriculture sector, as well as introduce and promote sustainable agriculture practices that build the resilience of vulnerable farmers and residents against climate change impacts. The main project's objectives:

1. Improve the living conditions of Jordanian host communities and Syrian refugees in the targeted governorates through income-generation practices related to agriculture and sustainable production methods.
2. Strengthen the capacity and awareness of local communities, local authorities, academic institutions, and schools in the targeted governorates regarding sustainable practices for agriculture and food security.
3. Improve the resilience of small farmers and breeders from host communities and Syrian refugees in the targeted governorates to climate change challenges.

## Description of the Assignment

The assignment comprises of three main components, as follows;

### Component One: Training

Under this component, the consultant shall develop and deliver Capacity-Building Training Courses to enable beneficiaries (the total number of targeted beneficiaries should not be less than 130 people) to manage, operate, improve, and sustain their projects (Know-how in technical, business, administrative, and financial aspects) in Karak and Madaba governorates. These trainings will enhance and build up the capacity of the beneficiaries and ensure they have the technical and administrative skills and knowledge to operate, maintain, and improve their projects to support the project's implementation plan and ensure project sustainability. according to the below table;

Table 1: Training Courses

Topic	# of training courses	Location	# of beneficiaries	Logistic & resources arrangements	Duration & materials
Climate-smart agriculture techniques - soilless agriculture; operation & maintenance of the soilless system. And crop management	2	Karak & Madaba	<ul style="list-style-type: none"> <li>• Not less than 20 beneficiaries in each training.</li> <li>• (70% JOR, 30% SYR, not less than 40% female)</li> </ul>	<ul style="list-style-type: none"> <li>• Experts.</li> <li>• Suitable Venues.</li> <li>• Catering. (coffee break and launch)</li> <li>• Two events roll-ups.</li> <li>• Stationary.</li> <li>• Transportation for beneficiaries.</li> <li>• Equipment for practical training.</li> <li>• Safety equipment for Practical training</li> </ul>	<p>Full Three days; First day: theoretical soilless agriculture. Second day: crop management Third day: practical. (prepare materials &amp; presentation for the three days)</p> <p>Pre-post evaluation is required.</p>
Food processing; Dairy, pickling, honey production, and jam	2	Karak & Madaba	<ul style="list-style-type: none"> <li>• Not less than 20 beneficiaries in each training.</li> <li>• (70% JOR, 30% SYR, not less than 40% female)</li> </ul>	<ul style="list-style-type: none"> <li>• Experts in food processing with required qualifications. Suitable Venues.</li> <li>• Catering. (coffee break and launch)</li> <li>• Two events roll-ups.</li> <li>• Stationary.</li> <li>• Transportation for beneficiaries.</li> <li>• Equipment for practical training with raw materials (milk, vegetables, honey, etc).</li> <li>• Safety equipment for Practical training</li> </ul>	<p>Full three days; First day theoretical. Second and third day practical. (prepare materials &amp; presentation for the three days).</p> <p>Pre-post evaluation is required.</p>
Business management Skills of Agri-enterprises	1	Karak & Madaba	<ul style="list-style-type: none"> <li>• Not less than 25 beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>• BDS Experts.</li> <li>• Suitable Venues.</li> <li>• Catering. (coffee break and launch)</li> <li>• Two events roll-ups.</li> </ul>	<p>Full Three days; First day theoretical, general. Second and third day, customize according to</p>

targeting project beneficiaries (CBO, cooperatives, and individuals)			<ul style="list-style-type: none"> <li>in each training.</li> <li>(70% JOR, 30% SYR, not less than 40% female)</li> </ul>	<ul style="list-style-type: none"> <li>Stationary.</li> <li>Transportation for beneficiaries.</li> </ul>	<ul style="list-style-type: none"> <li>beneficiaries' Agri- enterprises.</li> <li>(prepare materials &amp; presentation for the three days)</li> <li>Pre-post evaluation is required.</li> </ul>
Water harvesting techniques (farm and household level)	1	Karak and Madaba	<ul style="list-style-type: none"> <li>Not less than 25 beneficiaries in each training.</li> <li>(70% JOR, 30% SYR, not less than 40% female)</li> </ul>	<ul style="list-style-type: none"> <li>Experts.</li> <li>Suitable Venues.</li> <li>Catering. (coffee break and launch)</li> <li>Two events roll-ups.</li> <li>Stationary.</li> <li>Transportation for beneficiaries.</li> </ul>	<ul style="list-style-type: none"> <li>Full three days;</li> <li>First day: theoretical, general water harvesting techniques.</li> <li>Second day: for the farm application</li> <li>Third day: for the household applications.</li> <li>(prepare materials &amp; presentation for both days)</li> <li>Pre-post evaluation is required.</li> </ul>

#### A. The training arrangements:

- The consultant will provide all needed logistics for conducting the training, including venue, transportation allowance for participants, catering (launch and coffee break), event roll-ups, stationary, flip charts and photography, equipment and safety...etc and all needed logistics according to the consultant proposal.
- The consultant will support IUCN in inviting the participants, preparing the agenda, conducting pre and post-evaluation and collecting attendance.
- The consultant should prepare the needed materials and presentations.
- Develop an implementation work plan.
- Coordinate with IUCN and obtain its preapproval for any actions taken.
- Coordinate with IUCN for contacting with local authorities.
- Consider IUCN instructions for Logos and designs for all materials
- The training will consider gender mainstreaming
- Take high-quality pictures and videos for all training using a professional Camera.
- Submit a training report to present that includes a summary, materials, participants list, pre- & post-evaluations, training in numbers, graphs if needed and pictures.
- Final materials to be delivered in Arabic and English languages.

B. Building Capacity for local institutions: Under this activity, the consultant shall develop and conduct local authorities' institutional building capacity activity by developing strategic planning for local natural resources at the governorate level (Karak and Madaba governorates). This activity is to support local authorities in devising strategic plans for local natural resources on the governorate level, developing synergies, and piloting nexus initiatives to serve as models for replication and to stimulate private sector investments in such initiatives. The consultant shall draft local natural resources strategy through conducting two workshops for the local and national key stakeholders (institutions) considering the participatory planning approach to improve community development processes, plans, and activities, and improve communication and decision-making at the governorate level. Under full guidance by IUCN team.

The methodology shall be articulated around two main approaches: (i) stakeholder dialogue for concerted action (SDCA) and (ii) participatory planning cycle tools for involvement. The SDCA will involve key local players from different institutions and aim to facilitate a 360-degree approach.

The project has conducted climate vulnerability and natural resources assessments for the targeted governorates, which should be considered during this component. The following key tasks should be considered for this activity:

- Desk Review; the regulations related to natural resources, the available local strategies and all related resources.
- Identify the condition of local natural resources at the governorate level.
- Conduct two participatory workshops with key stakeholders (will be determined by IUCN) to discuss the conditions of natural resources, issues, proposed projects and priorities (SWOT analysis is a potential tool for the workshop).
- Participants list should have all relevant local authorities and key stakeholders, not less than 20 participants in each workshop (Karak and Madaba). The logistic arrangements should be similar to the training arrangements component 1.
- Take high-quality pictures and videos for the workshops using a professional Camera.
- Draft a local natural resources strategy under full guidance of the IUCN team.
- The natural resources strategy should consider gender mainstreaming.
- Final materials to be delivered in Arabic and English languages.

## Component Two: Awareness

Under this component, the consultant shall develop and implement two awareness campaigns on (Sustainable agriculture practices and Climate change Impacts; mitigation and adaptation measures) at the governorates level in Karak and Madaba governorates; The first campaign should be to build community awareness of sustainable agriculture practices (soilless agriculture) and sustainable production methods in terms of improved productivity, suitability, sustainability, product quality, water conservation, maintaining the ecosystem, value chain, ...etc.

The second campaign should be to build community awareness to increase the adaptive capacity against climate change impact in the water and agriculture sectors by adopting adaptation and mitigation measures considering the water demand management (municipal and agricultural sectors), utilizing non-conventional water, advocating and promoting water harvesting best practices (farm and household level). See below table;

Table 2: Awareness

Topic	Targeted area	# level of beneficiaries	Required Means
Sustainable agriculture practices (soilless agriculture) and sustainable production methods.	Karak & Madaba	<ul style="list-style-type: none"> <li>• Local community (Jordanian and Syrian).</li> <li>• Local authorities,</li> <li>• Local community organisations, CBO and cooperatives.</li> <li>• Schools.</li> </ul>	<ul style="list-style-type: none"> <li>• Social media platform;</li> <li>• Design and print out Flyers,</li> <li>• Design and print out posters,</li> <li>• Design and print out booklet;</li> <li>• Design and print out Brochures;</li> <li>• Four Awareness Sessions (local communities and schools);</li> </ul>
Climate change impact in water, agriculture, and energy sectors; mitigation and adaptation measures.	Karak & Madaba	<ul style="list-style-type: none"> <li>• Local community (Jordanian and Syrian).</li> <li>• Local authorities,</li> <li>• Local community organisations, CBO and cooperatives.</li> <li>• Schools.</li> </ul>	<ul style="list-style-type: none"> <li>• Social media platform;</li> <li>• Design and print out Flyers,</li> <li>• Design and print out posters,</li> <li>• Design and print out booklet;</li> <li>• Design and print out Brochures;</li> <li>• Four Awareness Sessions (local communities and schools);</li> </ul>

In addition, the consultant should consider the following requirements and arrangements for Awareness Campaigns;

- The awareness campaigns should be implemented throughout the assignment life.
- The consultant should develop and submit an awareness methodology and work plan.
- The consultant should create awareness content under full guidance of the IUCN team.
- For each awareness campaign; the consultant should develop, design, and print out awareness materials with professional design; 1 Child booklet-50 copies, 4 Brochures – 200 copies, 4 flyers-100 copies, 3 posters with wood frame (1.5 m \*1 m), 3 rollups (1\*2 m).

- The consultant should develop and conduct a community awareness session for 100 people in each governorate, and develop awareness presentations (local community level). Include an awareness session at 2 schools per governorate (1 for males and 1 for females).
- Distribute the materials for project stakeholders and partner (CBOs and cooperatives) and schools in the targeted governorates.
- Develop 6 infographic materials -soft materials
- Create simple (weekly to biweekly awareness messages) and post them on local social media pages.
- Prepare a list of top social media pages and local CBOs/cooperatives pages, and coordinate with the admins to post the 6 infographic materials and the messages as posts/ reels /stories.
- Take high-quality pictures and videos for all awareness events and materials using a professional Camera.
- Illustrate the social media reach, e.g. views and interactions, through tables/graphs/text.
- Submit an awareness report to represent all the conducted activities.
- The awareness campaign should consider gender mainstreaming.
- Final materials to be delivered in Arabic and English languages.

In addition, as a part of this component, the consultant should develop a 3-5 minutes high-quality video covering the project's background, donor, implementor, and all conducted events and activities under the project and document the progress in implementing the project activities (not only the activities under this assignment), it should cover the implemented activities along the assignment period. At least the consultant should conduct an additional 4 visits to the project implementation sites to document the progress. In addition, the video is to consider conducting interviews with local stakeholders and beneficiaries (with gender mainstreaming). The video is to have a voiceover in English, and captions and /or subtitles (English and Arabic). This video should be prepared with full consultation and guidance from the IUCN team. (Video enhancements may as map and infographics are also).

### Component Three: Business Model Development and business management trainings

Under this component; the consultant should provide an expert in Business Development Services (BDS) for following tasks:

- A. Conducting A Business Development Study; the main purpose of this study is to support IUCN's partners and project's beneficiaries (individual, CBOs, and cooperatives) in designing and developing business models to sustain their businesses. Based on the market and value chain assessment that have been done for the project area, the gaps in the markets should be used to develop the business ideas that related to the local production to meet the market standards and requirements. In addition, the study should enhance the entrepreneurial capacity of youth and women to effectively run and manage their Agri-enterprises. Specifically, the study should assess the following to build the capacity of the young Agri-prenuers to:
- Access better and structured markets.
  - Improve their competitive advantage by supporting youth and women Agri-prenuers to access information on improved and innovative technologies, broaden networks with regards to outreach and better their skills set to improve their business operational efficiency.
  - Develop/refine sustainable production and marketing models to help their business either grow/expand or improve their operational efficiency.

As a result of this study, the expert should develop a sustainable, proper, and effective business model for Agri-enterprises that will implement for the partners ensuring the sustainability of their businesses considering the project assessment studies' findings (baseline, socio economic, market assessment, and value chain analysis). To ensure the effectiveness and convenience of the model to the nature of their Agri-enterprises and capacity, the expert should consider each project separately in developing its business models and at least targeted **three agri-business** that would be agreed on during the inception phase of this study.

- B. Training course, the consultant should provide comprehensive Business training course targeting the business development considering the identified gaps in the study to small sized enterprises and individual businesses within their respective sectors to improve their business skills considering the below listed topics sets:

- General business management skills include business registration, legal, planning, and taxation issues.
- Keeping proper business records.
- Admin and finance skills. Marketing business products/services.
- Costing and pricing of business products and services.
- Finance and human resources management.
- Risk management.
- Quality management and improvement of products and services.

The training course should consider the training requirement as listed in the component one (table 1 and the following narrative and description)

### Time line and duration of the Assignment

The duration for this assignment is from 01.09.2024 to 01.04.2025;

Components	Timeline for implementation
Component 1: Training	Should be conducting during the period from <b>Sept.24 to Feb.25.</b>
Component 2: Awareness	Should be running along the period from <b>Sept.24 to April.25.</b>
Component 3: Business Development	Should be completed by <b>November.24</b>

### Deliverables and Activities

The consultant should carry out all the assignment activities and tasks to deliver the following deliverables in accordance with determined deadlines:

*Table 3: Deliverables*

Deliverable/Activity	Description	Deadlines
<b>Deliverable 1.1;</b> Training Soilless Agriculture. Training Food Processing.	4 Training completion reports; including all activities and tasks mentioned under component One.	Feb.2025
<b>Deliverable 1.2;</b> Water Harvesting. Business Development.	2 Training completion reports; including all activities and tasks mentioned under component One.	Dec.2024
<b>Deliverable 1.3;</b> Institutional capacity building	Draft of local natural resources strategic for Karak and Madaba; including all activities and tasks mentioned under component three.	Nov.2024
<b>Deliverable 2.1;</b>	Two awareness campaign reports; including all activities and tasks mentioned under component two – part one.	April.2024
<b>Deliverable 2.2;</b>	Documentary video (3-5 minutes); including all activities and tasks mentioned under component two -part two.	April.2025
<b>Deliverable 3;</b>	Business development study and models - final report include the IUCN's feedback and comments. including all activities and tasks mentioned under component four.	Nov.2024

## Payment Schedule

The Timetable below summarises the chronological order of deliverables and indicates milestones at which IUCN will pay the Consultant.

Table 4: Payment Schedules

Deliverable	Expected time to submit the payment	Milestone payment
Advance payment	Upon signature of the contract	30%
Deliverable 1.3 Deliverable 3	Dec.2024	40%
Deliverable 1.1 Deliverable 1.2 Deliverable 2.1 Deliverable 2.2	April 2024	30%

## Qualifications of Required Experts

A team of experts is required to conduct the assignment including:

Table 5: Required Experts

No.	Expert title	Working days	Component 1 Training	Component 2 Awareness	Component 3 Business
	Component				
1	Team leader-Water resources management expert	40	✓	✓	✓
2	Communication Specialist	45	✓	✓	✓
3	Natural resources management expert	13	✓	✓	-
4	Agriculture Expert- Crop management expert	13	✓	✓	-
5	Agriculture expert -Irrigation networks expert	13	✓	✓	-
6	Renewable energy expert	10	✓	✓	-
7	Food processing expert	8	✓	✓	-
8	Business Development Services /expert	25	✓	✓	✓
9	Professional photographer and producer	16	✓	✓	-

The following are the minimum qualifications and expertise that should be available in the consultant's team:

### 1. Water resources management expert (team leader)

- University degree in water resources management, water and environment, environmental engineering or a relevant field. A master's or PhD degree is preferable.
- At least 10 years of water or natural resources conservation projects and initiatives.
- Demonstrated experience in implementing different types of water harvesting techniques (farm and household).
- Demonstrated experience in natural resources strategy.
- Experience in managing, facilitating and conducting training and workshops.
- Experience in developing training and awareness materials.
- Proven skills in scientific research and developing scientific content.
- Experience in working with NGOs.
- Ability to communicate with the local communities (same project context)

- Excellent Arabic and English language writing skills
- Excellent reporting skills

## 2. **Communication specialist.**

- University degree in communications, public relations, journalism, or a related field.
- At least 10 years of communication and media expertise.
- Experience in conducting awareness campaigns and developing awareness campaign plans.
- Expertise in designing posters, brochures and flyers.
- Experience in reviewing, designing and posting social media content and ability to increase reach in social media platforms.
- Experience in managing, facilitating and conducting training and workshops.
- Have good knowledge and connections to create project videos at the level especially for NGOs.
- Experience in working with NGOs.
- Excellent photography skills.
- Experience in using InDesign or similar software.
- Excellent Arabic and English language writing skills and results focused.

## 3. **Natural resources management**

- University degree in natural resources management, forest & rangeland science or a relevant field.
- At least 7 years of water or natural resources conservation projects and initiatives.
- Experience in developing natural resources strategic plans.
- Having good knowledge about local natural resources legislation and governance.
- Having experience in water harvesting techniques at the level of rangeland and forestry.
- Experience in developing training and awareness content.
- Experience in managing, facilitating and conducting stakeholder workshops.
- A master's or PhD degree is preferable.
- Proven skills in scientific research and developing scientific content.
- Experience in working with NGOs.
- Excellent Arabic and English language writing skills. Excellent reporting skills and communication skills.

## 4. **Agriculture engineer -crop management expert**

- University degree in agricultural engineering or a relevant field.
- At least 7 years of agriculture experience (implementation and design); in crop management, climate-smart agriculture techniques, and soilless agriculture design.
- Experience in developing training and awareness content.
- Experience in conducting training and awareness workshops.
- A master's or PhD degree is preferable.
- Proven skills in scientific research and developing scientific content.
- Experience in working with NGOs
- Excellent Arabic and English language writing skills.

## 5. **Agriculture engineer -irrigation systems experts**

- University degree in agricultural engineering or a relevant field.
- At least 7 years of agriculture experience in implementing and designing irrigation networks.
- Experience in developing training and awareness content.
- Experience in conducting training and awareness workshops.
- A master's or PhD degree is preferable.
- Proven skills in scientific research and developing scientific content.
- Experience in working with NGOs
- Excellent Arabic and English language writing skills.

## 6. **Renewable energy engineer**



- University degree in agricultural engineering or a relevant field.
- At least 7 years of agriculture experience designing, implementing, and operating renewable energy projects.
- Experience in developing training and awareness content.
- Having experience with the local energy resources legislation with focus on renewable energy legislations.
- A master's or PhD degree is preferable.
- Proven skills in scientific research and developing scientific content.
- Experience in working with NGOs
- Excellent Arabic and English language writing skills and communication skills.

#### **7. Food processing expert**

- University degree in food technology, animal production.... Etc.
- At least 7 years of food processing expertise including dairy and honey production.
- Having professional certification in food processing (dairy, Jam, pickling, honey production, etc).
- Have know-how about plant food processing such as pickling and jam production.
- Demonstration experience in developing training and awareness content.
- Demonstration experience in conducting practical training on food processing.
- Experience in working with NGOs
- Excellent Arabic and English language writing skills.

#### **8. Business development expert**

- University degree in agriculture business management, business administration, accounting or relevant fields.
- Having 7 years of experience in institutional management (administration and finance).
- Having professional certification in business management.
- Fully aware of the cooperative's legislation.
- Fully aware of local finance and bookkeeping principles and practices
- Fully aware of local tax procedures and legislation
- Experience in developing training and awareness content.
- Have conducted training on cooperative capacity building (finance and administration).
- Experience in working with NGOs.
- Excellent Arabic and English language writing skills.

#### **9. Professional photographer and producer**

- University degree in visual design, photography, art, advertising, producing, or any relevant fields.
- Having 5 years of experience in developing and producing short videos.
- Experience in working with NGOs and INGO.
- Ability to work flexible hours to accommodate events schedules.
- Ability to stand or crouch for hours during photoshoots and knowledge of photography techniques.
- Proficiency with photo editing software and camera equipment.
- Demonstrated experience in managing photography sessions and selecting topics, scripts for short videos.
- Demonstrated experience in auditioning and selecting cast members along with state or film crews
- Demonstrated experience in approving design aspects of a production.
- Experience in overseeing the production process including choreography, performances and lighting.
- Experience in managing the post-production process including a performance's overall tone, music selection, editing and special effects.
- Communication skills and excellent Arabic and English language writing skills.

#### **Supervision and coordination**

The consultant will report to and work under the supervision of (**Amjed Abedalqader**/ project officer and another project team).