



Scope of Work For

Civil Society Organization Capacity Building Initiative

SOW # / TO#	SOW-042-2009
RFP #	RFP-018-2009
Period of Performance:	March 2009-January 2010
Submission Deadline:	3:00pm February 8, 2009

Objective:

The Aqaba Community and Economic Development (ACED) Program, in collaboration with ASEZA's Local Community Development Directorate (LCDD), is interested in entering a partnership with an organization to plan, organize and implement a full package of training modules and technical assistance to build the capacity of Civil Society Organizations (CSOs) in Aqaba.

Background:

The ACED Program is a five-year program funded by the United States Agency for International Development, benefiting the people and businesses of the Aqaba Special Economic Zone (ASEZ). The program is based in Aqaba city.

The ACED Program is composed of activities under three major areas:

- Component 1 will work to strengthen the government institutions and will be working directly with Aqaba Special Economic Zone Authority (ASEZA) and Aqaba Development Corporation (ADC),
- Component 2 will strengthen private sector to become more competitive, through enhancing the capabilities of Micro, Small and Medium Enterprises (MSMEs), and
- Component 3 will be working closely with the local community to develop its capacities and empower NGOs and Community-Based Organizations (CBOs).

In addition, cross-cutting training provision and a small grants and commodities program will support various activities within the components.

Solicitation:

Under Component 3, the ACED Program and LCDD will continue to build the capacity of Civil Society Organizations (CSOs) working in Aqaba to provide relevant services to their constituents – in particular to respond constructively and effectively to the new opportunities available and challenges faced due to rapid economic growth of the ASEZ, and will continue to train other relevant stakeholders to support CSOs more constructively. The key elements of this activity will be targeted training modules, technical assistance to individual CSOs, design and implementation of community-focused projects with external funding, and an annual awards ceremony to recognize excellence in community service. Each element builds on the others, combining to teach and reinforce best practices of CSO management and provision of relevant services.

In 2008, the first year of the CSO Capacity Building Initiative trained 11 CSOs (at that time, limited to charities and cultural societies based in Aqaba governorate) on three topics: Accounting, Administrative and Organizational Tools, and Participatory Needs Assessment and Project Identification. Based on their successful completion of the training modules, those 11 CSOs were eligible to submit project proposals that addressed their constituents' needs to the CSO Capacity Building Initiative for financial support. The Initiative provided technical assistance to the CSOs to design their projects and write proposals. Five projects were competitively selected by an

evaluation committee for funding and support for implementation. Additionally, the Initiative provided training on institutional needs assessment to the Aqaba NGO Coordination Committee, a group of representatives from entities that assist Aqaba's CSOs, such as LCDD, Ministry of Social Development, Ministry of Culture, Union of Charities, and Higher Council of Youth. The final element of the first year of the Initiative was the First Annual Aqaba CSO Award Ceremony.

Currently, the ACED Program is seeking to award a grant to a Jordanian Organization or Firm to organize and manage the second year of the CSO Capacity Building Initiative. The grantee is expected to design and deliver training, provide one-on-one technical support, and organize the second annual award ceremony. More specifically for training, the grantee will design and deliver a second set of training modules for the 11 CSOs previously involved in the Initiative, select and recruit 10-15 CSOs from a wider range of organizations active in Aqaba, provide an initial set of training modules to those newly selected CSOs, and design and deliver a training module for the NGO Coordination Committee. The grantee will be expected to recruit the appropriate attendees, organize the logistics of the sessions, update or design the training modules, provide each training module (or hire outside experts to provide them), and evaluate the training sessions and participants. The one-on-one technical support includes site visits to help CSOs put their training to practical use, assistance to design projects to benefit their constituents and write proposals to secure funding for those projects, and monitoring of all CSO projects (including the five ongoing projects). The first annual award ceremony established guidelines and an evaluation committee, but should be updated to continue to encourage and recognize the best examples of community service. *NOTE: The ACED Program will provide funding directly to the CSO projects. The grantee is expected to provide technical support, but not to provide funding for CSO projects.*

The following explains the expectations of the grantee in more detail, from the perspective of four aspects of the initiative:

Aspect 1: Continued support for the previously engaged CSOs

Eleven CSOs have already received training and assistance from the CSO Capacity Building Initiative. The grantee will work with ACED Program and LCDD to continue supporting these CSOs contingent on their maintaining active engagement in the Initiative and staying focused on their constituents' needs. The continued support will include, but is not necessarily limited to:

- Monitoring the implementation and results of five CSO projects that received funding in the first year of the Initiative.
- Site visits to each organization to assess specific training needs on topics such as budgeting, project design, measuring success, fundraising, or proposal writing.
- Design and delivery of up to two training modules, including managing all logistics and evaluation of the training sessions.
- One-on-one support to utilize the training in their organization and to design and propose constituent-focused projects within their mission.
- Submission of at least four project proposals from this group to various donors including the ACED Program.

Aspect 2: Expand the CSO Capacity Building Initiative to additional CSOs

The grantee will work with the ACED Program and LCDD to expand the CSO Capacity Building Initiative to include an additional 10-15 CSOs active in Aqaba. In this year, eligible CSOs will include charities, cultural societies, youth groups, clubs, environmental organizations, and other organizations that bring together members with a shared interest. Work with the additional 10-15 CSOs will include, but is not necessarily limited to:

- Assistance to the NGO Coordination Committee to conduct an institutional needs assessment (INA) of youth groups.

- Select and recruit organizations and their individual participants for training.
- Update existing training modules based on feedback and youth group INA.
- Delivery of three training modules (accounting, administration, and participatory project identification), including managing all logistics and evaluation of the training sessions.
- One-on-one support to utilize the training in their organization and to design and propose constituent-focused projects within their mission.
- Submission of at least eight project proposals from this group to the ACED Program.
- Monitoring of implementation and results of funded projects.

Aspect 3: Continued support to the NGO Coordination Committee

The grantee will work with the ACED Program and LCDD to continue to improve the ability of the NGO Coordination Committee to support CSOs active in Aqaba. Work with the NGO Coordination Committee will include, but is not necessarily limited to:

- Assistance to the NGO Coordination Committee to conduct an institutional needs assessment (INA) of youth groups. (see aspect 2 above)
- Expansion of the committee to include additional relevant members as appropriate.
- Design and delivery of one training module that includes practical tools and training-of-trainers elements on a topic such as CSO mission development, strategic and action planning, proposal writing and evaluation, or measuring success.

Aspect 4: Update and implement the annual award ceremony

Based on feedback from the first annual award ceremony, the grantee will work with the ACED Program and LCDD to update and improve the annual award ceremony process to ensure that it encourages and recognizes best practices in CSO management and provision of relevant services to constituents. Work on the annual award ceremony will include, but is not necessarily limited to:

- Review of the results of the first annual award ceremony and the existing process.
- Modification of the process, applications and awards to continue to encourage best practices.
- Promotion of the award and distribution of applications to eligible CSOs.
- Organization of the award evaluation and the award ceremony. *Note that the awards will be symbolic recognition of excellence and not financial.*

Attachments to this Request For Applications SOW include the Program Development Grant Application form, and the ACED Program Beneficiary Handbook. Upon signing of a grant agreement, the ACED Program will provide the grantee with past needs assessments, reports, and manuals for existing training modules.

Application Guidelines:

- Complete the attached application form per the instructions in the attached excerpt from the ACED Program Grant Beneficiary Handbook. All text submitted in the document must be in English.
- Based on the grant types available, this application is for a program development grant (check "program development grant" for question 5).
- Complete question 5, attaching Appendix A. However, rather than the "Organizational Business Plan" described, please attach an organizational background statement of no more than 2 pages, including past relevant experience of your organization/firm.

- Complete question 6, attaching Appendix B. Please limit your narrative description of the initiative (Appendix B to the application) to a maximum of 3 pages (this does not include additional attachments for detailed timeline, budget and CVs). Please follow the instructions listed in the application, but be sure to include the following information:
 - Details of the activities your organization will perform to make this initiative a success, including but not limited to the Expected Activities listed below;
 - Indicators that your organization will use to measure success and methods of follow-up to track those indicators; and
 - Key qualifications of the key staff/trainers who will be involved in the program (do not include full CVs in Appendix B, see below).
- Complete question 7, attaching Appendix C. Be sure to show estimated *illustrative* monthly expenditures to successfully implement the initiative.
- Complete question 8, attaching Appendix D. In the budget, include all costs related to the implementation of this CSO Capacity Building Initiative throughout the grant period. As stated in the application form, this will be reviewed regularly and if additional follow-on activities are necessary, the budget may be revised at that time. Do not include the cost of CSO project implementation – these funds will be awarded directly from the ACED Program and made available to the CSOs under a separate agreement.
- Please attach an Appendix E containing the following:
 - CVs of the key personnel who will be involved in the program; and
 - A rough timeline and list of activities to be performed over the entire period of performance that include deliverables and timing as outlined below.

Illustrative Activities:

- Monitor implementation and results of five ongoing CSO projects;
- Assist the NGO Coordination Committee to conduct an institutional needs assessment of youth groups;
- Update and/or develop complete training modules and materials in Arabic;
- Evaluate and select organizations to join the Initiative;
- Recruit and organize logistics for training participants;
- Arrange venues, materials, and other needs to provide the training sessions;
- Deliver approximately six training modules: accounting, administration, participatory needs assessment/project identification, and three additional modules for currently active CSOs and the NGO Coordination Committee;
- Provide one-on-one technical support for CSOs to address their management needs;
- Assist individual CSOs to utilize the knowledge gained in the training modules by developing relevant, needed projects and submitting funding proposals for those projects;
- Monitor the implementation and results of projects funded through the CSO Capacity Building Initiative;
- Update and implement the procedures for the Annual CSO Award Ceremony to recognize the most active Aqaba-based CSOs (whether in the training program or not) for their best practices.

Illustrative Deliverables and Indicative Timing:

- Needs assessment report for youth groups in Aqaba – completed by end of March 2009;
- Six full training modules – developed from February through August 2009;
- Five training modules delivered to CSO participants – three delivered to newly selected CSOs and two delivered to previously engaged CSOs from May through September 2009;
- One training module delivered to NGO Coordination Committee members – delivered by end of September 2009;
- At least 12 project proposals (8 proposals from newly engaged CSOs and 4 new projects from previously active CSOs) prepared and submitted by CSOs – submitted by end of August 2009;

- Award Ceremony recognizing Aqaba-based CSOs for success in several categories – held in December 2009 or January 2010.

Evaluation Criteria:

Proposals will be reviewed based on the following weighting of the proposal components:

- 15% - Past experience of the organization/firm;
- 35% - Methodology/proposed activity details and detailed timeline;
- 25% - Experience of proposed key staff;
- 25% - Budget

For additional information about the program or this Request for Applications, please contact:

grants@aced-jordan.com

Question Period Ends: 10:00 am Thursday, January 29, 2009

Proposal Submission Deadline: 3:00 pm Sunday, February 8, 2009

Send to: grants@aced-jordan.com