



Global Coalition for
SOCIAL PROTECTION FLOORS



CONSULTANCY

LEARNING AND CAPITALISATION PROCESS IN FOUR COUNTRIES ON THE TOPIC OF CSO - TRADE UNION NETWORK BUILDING ON SOCIAL PROTECTION

This consultancy takes place in the context of the implementation of the EU-funded programme “Synergies in Social Protection and Public Finance Management”, implemented in **Cambodia, Nepal, Senegal and Uganda**.

The EU Action Programme ‘Synergies in Social Protection and Public Finance Management’

The European Commission (DG INTPA) is funding a global action that supports governments to expand national social protection coverage through systems-strengthening, in particular through technical support, explorative research and capacity development on Public Finance Management (PFM) towards more effective, evidence-based and inclusive budgeting processes for sustainable financing of more inclusive social protection systems in 8 countries.

This four-year global action is implemented from March 2020 to May 2023, by the International Labour Organization (ILO) and UNICEF in countries committed to strengthening their social protection systems. In addition, the Global Coalition for Social Protection Floors (GCSPF), a global civil society network - has been contracted as co-implementor in 4 countries - **Cambodia, Nepal, Senegal and Uganda** - to facilitate the **effective and structural participation of civil society**, in the development, implementation and monitoring of social protection policies. More concretely, the role of the GCSPF is to strengthen national civil society organizations and trade unions, their capacities and structures, amplifying the voices and concerns of communities and beneficiaries to engage meaningfully and effectively in discussions with governments and other relevant stakeholders on social protection design and financing as well as on monitoring and social accountability.

In particular, the GCSPF has committed to 4 main interventions, all with regard to effective influencing of Public Finance Management for more effective and inclusive financing of social protection policies, namely: building alliances of civil society organisations and trade unions, strengthen their capacity, support their engagement with government and other relevant stakeholders, build evidence and document lessons learned. Further details can be found in the MoU, annexed to this document.

Cross-country or country-specific learning and research can seek to draw lessons from these approaches and establish guidance for civil society participation in financial and budgetary processes on social protection, which could inspire or be replicated in other countries.

The Global Coalition for Social Protection Floors

The **Global Coalition for Social Protection Floors (GCSPF)** is a global CSO network of over 100 members that cooperate strategically, collaboratively and in the spirit of global solidarity, providing a space and virtual platform for coalition members united by the common purpose of promoting the extension of social protection floors and systems. Its goals are: enhanced coordination at various levels, inclusive cooperation and coalition building, and joint evidence-based influencing and advocacy. More information can be found on the GCSPF website: <http://www.socialprotectionfloorscoalition.org>

The Working Group of Coordinating Organisations (WCO)

The GCSPF is legally represented by one of its members in each of the 4 focus countries, namely: HelpAge International in Uganda, Oxfam (Belgium) in Cambodia, and We Social Movements (WSM) in Nepal and Senegal. Together they form the **Working Group of Coordinating Organisations (WCO)** on behalf of the GCSPF. The WCO brings together staff from these organisations both at country and headquarter levels. The ways of working of the WCO are captured in an MoU between the organisations and an organigramme (in annex to this document).

Since the start of the action, the WCO has invested in its alliance-building work in all 4 countries through the strengthening of existing networks or by setting up new national networks composed of trade unions, social movements, NGOs, associations and other types of CSOs, in order to engage effectively with the relevant stakeholders with regard to the project implementation, in particular with government social protection decision making bodies and delivery institutions. Halfway the project implementation, these networks have taken on different forms and compositions in each of the countries, have gained various strengths and levels of knowledge, and have started to engage with other, external stakeholders in different ways and in different contexts.

Overall Purpose of the consultancy

The WCO is looking for a consultant/facilitator to **design and put in place a process** that allows to unpack our experiences, extract our learnings and to capitalise on our strategies in the 4 countries with regard to the **setting up and/or strengthening of national social protection networks, platforms or coalitions** in the context of this programme, making them fit for purpose.

This learning trajectory is directed at the WCO country teams and the members of the national social protection networks, platforms or coalitions that were either strengthened or set up in the context of this programme.

The outcomes and **lessons learned** of this exercise are to be captured in a **document**, meant for sharing with the GCSPF coalition members and the project implementers.

At the same time the exercise needs to contribute to **strengthening these networks, coalitions, or platforms** themselves, allowing the members to understand their dynamics, to build more ownership and contribute to their sustainability. This includes capturing the key challenges to be addressed. Other types of end products, rather than written documents, can be envisaged to serve this purpose.

Responsibilities and Deliverables

1. Design of a learning framework

One **framework** will be designed to capitalise on experiences and extract learning, suitable for the 4 countries, serving the participants to understand the underlying dynamics of network building in the context of this project, and allowing – in a second stage – to exchange, compare and distinguish between countries, and to document in a comprehensive manner the lessons learned in the 4 countries.

This framework will include:

- A set of learning questions suitable to unpack issues relevant to working with and in networks, coalitions or platforms, such as: clarity of purpose and ways of working, composition, representativity, ownership and commitment, sustainability, power dynamics and decision making, shared responsibility, overall influencing capacity, including having a common voice and ways of engagement with external stakeholders. Of particular importance is the need to unpack how these networks have been shaped in relation to the programme (PFM and social protection) and what has been the role of the Coordinating

Organisations. Obstacles, challenges, good practices generated from participants experiences on the issues above should be made obvious through the learning questions.

- A suitable 'participatory methodology', allowing the participation of 10 to 30 people in each country, to capitalise the experiences on the topics above. This methodology should allow a rich discussion, a comprehensive understanding of the strategies or processes that were put in place, and the identification of the underlying factors of success or failures, as well as obstacles and constraints that need to be addressed. The methodology should also ensure that the findings and results of the country level learning exercises are captured adequately and in an understandable way, allowing an easy exchange between countries and the writing of a final report (see steps 3 and 4).
- A practical outline and guidance in English for a national face-to-face learning workshop, capturing the topics and methodology above, including a timeline and a conclusive session aimed at formulating recommendations for further strengthening of the network in view of policy influencing on social protection.

Additionally, the proposed framework should be complemented by a comprehensive visual presentation of the proposed learning process (in English, maximum 2 pages/slides).

The WCO will review and approve the framework for further use.

2. Coaching / accompaniment of national workshops.

The Coordinating Organisations in the 4 countries will organise national workshops, using the national language, based on the framework proposed by the consultant. The Coordinating Organisations might hire local facilitators or facilitate the workshop themselves in case they have the necessary competences available.

The role of the consultant is to:

- share and explain his/her framework to all 4 local coordinating teams in an on-line session, clarify remaining questions, gather feedback and inquire about local contexts etc. Based on the feedback he/she will improve the learning framework.
- advice and support the local facilitators if required.
- participate on-line in some key sessions as well as in the conclusive sessions of all 4 countries if timing and language allow.

After each national workshop the Coordinating Organisation will organise an online debriefing session with the consultant, allowing to clarify and /or finetune the workshop findings.

3. Facilitation of exchange between countries

The consultant will prepare and facilitate on-line exchange between 4 countries, with the purpose of:

- Deepening the lessons learned through comparison of contexts and factors, specific to countries
- Identify commonalities and differences between countries
- Reflection on whether lessons learned can be applied to other contexts

4. Writing of a final report

Based on the results of the 4 national workshops and the multi-country exchange, the consultant will compile, compare and analyse the findings. Of importance is that the underlying factors of success and failure are clearly identified and presented, as well as the context in which they were applicable. Commonalities and differences should be made obvious.

The consultant is free to choose the most suitable format in which to present the findings, for as long as the content is comprehensible to external readers and inspiring for practitioners. (Ex: 4 case studies followed by an overall appreciation.)

The draft report in English will be presented to the WCO for feedback and improvement.

The final report is expected to be around 25000 words.

Following the finalisation of the final report, the consultant will write a brief summary of the final report which presents the key findings in a format and style accessible and understandable to outsiders. It might include photographs, charts, quotes, etc. (maximum 8 pages).

Tentative Timeframe

- The consultant will aim to produce a draft learning framework before 14 March 2022, followed by an online feedback session, in the fourth week of March 2022.
- The consultant will finalise the learning framework within 1 working day, after the feedback session.
- The consultant will accompany the four country teams and/or participate online in the national workshops and organise a debriefing session, investing at least two working days in total for each country, in the period 28 March 2022 to 29 April 2022.
- The consultant will aim to prepare and conduct an online multi-country exchange in the first week of May 2022.
- The consultant will write the draft report within 5 working days in the first half of May 2022.
- The consultant will organise an online feedback session and finalise the report within 1 working day before the end of May 2022.
- The brief summary of the final report will be finalised by end May 2022.

Job Requirements

Essential

- Proven competence in facilitating participatory learning trajectories
- A sound understanding of the-dynamics of networks, coalitions or platforms that aim to influence policies and practices in a context of developing countries.
- Capacity to produce knowledge products and to present complex lessons learned, in a way understandable and inspirational to outsiders.
- Understanding of development projects aimed at advocacy and influencing.
- Fluent in both English and French

Desirable

- Master's degree in development studies, sociology, organisation development or similar.
- At least five years of experience working with CSOs, including Trade Unions, as trainer, facilitator, or capacity development specialist with a focus on advocacy and influencing.
- Knowledge on national social protection frameworks and government's budget cycles.
- Ability to demonstrate sensitivity to cultural differences and gender issues, as well as the commitment to equal opportunities.
- Ideally, relevant experience in one or more countries covered by the project, or in similar countries.

Organisational Values

- Accountability – Our purpose-driven, results-focused approach means we take responsibility for our actions and hold ourselves accountable. We believe that others should also be held accountable for their actions.
- Empowerment – Our approach means that everyone involved with Oxfam, from our staff and supporters to people living in poverty, should feel they can make change happen.

- Inclusiveness – We are open to everyone and embrace diversity. We believe everyone has a contribution to make, regardless of visible and invisible differences.

How to Apply

Interested consultants are invited to submit:

- A motivation letter and detailed working proposal
- A price offer around an indicative budget of 16.000 €, including VAT and applicable taxes.
- A CV and proof of experience in the advertised field.

For more information and for submitting your proposal, please write to **HelpAge-HR@helpage.org**

Last date of submission: 31st January' 2022 17:00 hours UK time.

ONLY SHORTLISTED CANDIDATES WILL BE CONTACTED

The winning candidate will receive additional information and will be briefed at the start of the assignment.

Global Coalition for Social Protection Floors (GCSPF)

Memorandum of Understanding

Implementation of the EU Action Programme ‘Synergies in Social Protection and Public Finance Management’

PURPOSE OF THIS MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding (MOU) provides the foundation for the engagement of the Global Coalition for Social Protection Floors (GCSPF) in the EU Action Programme on ‘Synergies in Social Protection and Public Finance Management’.

In the 1st part, it summarises the EU Action Programme, and then describes the GCSPF’s focus within the programme (part 2) and outlines the key elements of the implementation approach chosen by the GCSPF (part 3). Finally, it establishes a governance, reporting and dialogue mechanism to ensure a permanent link between the coordinating organisations (playing a more active role in the effective implementation of the EU Action Programme) and the GCSPF as a whole.

EU ACTION PROGRAMME ‘SYNERGIES IN SOCIAL PROTECTION AND PUBLIC FINANCE MANAGEMENT’

The European Commission (DG INTPA) is funding a global action that seeks to strengthen national social protection systems through technical support, explorative research and capacity development, focusing on public financial management systems, budgeting and financing of social protection. The four-year global action will be implemented primarily by the International Labour Organization (ILO), with UNICEF as a key implementing partner, in eight countries (Angola, Ethiopia, Burkina Faso, Uganda, Senegal, Nepal, Cambodia, and Paraguay) around the world that are interested in strengthening their social protection systems.

In addition to the ILO and UNICEF, civil society is to be actively involved in the design, steering and implementation of the project. The GCSPF has been asked to facilitate this active participation of social protection-focused civil society in Cambodia, Nepal, Senegal and Uganda.

The global action’s focus will be on supporting governments to strengthen and expand national social protection system through systems strengthening activities towards effective, evidence-based and inclusive financial and budgeting processes. The role of the GCSPF in this context is to strengthen national civil society organizations, their capacities and structures to enable civil society actors to meaningfully participate in national social protection dialogues, amplifying the voices and concerns of communities and beneficiaries, and develop capacities to engage in discussions with governments on social protection design and financing as well as on monitoring and social accountability.

An important added value of the GCSPF in this global action is to foster closer cooperation between the different civil society organizations in a given country, with which the individual members of the GCSPF already have longstanding partnerships. What the GCSPF has been doing for quite some time at the international level, can now be strengthened as well at national level in the selected countries. Cross-country or country-specific learning and research can seek to draw lessons from these approaches and establish guidance for civil society participation in financial and budgetary processes on social protection, which could inspire or be replicated in other countries.

The Programme Document, prepared by the ILO in close consultation with representatives from the EC, UNICEF and the GCSPF, describes the intervention and intervention logic as follows:

The action supports governments’ efforts to expand or refine life-course social protection measures including their financing basis and redistributive effects and considering the broader demographic, strategic, economic and fiscal context within which they are to be realised. Consequent improvements are to be expected to legal, policy, fiscal and macroeconomic frameworks through complementary stages of coverage, alignment and better coordination of sectoral social protection instruments, their implementation and assertion of entitlements for the beneficiaries. Integration of the social protection system with other development interventions will broaden

coverage further, at the same time as increasing the longer-term resilience of beneficiaries. For a country-owned social protection system to achieve its full potential, it must be developed and regularly revised in concert with national fiscal, health, education, employment, and economic policies.

The action's intervention logic:

- 1) Further enhancements to the policy coherence in the design and financing of social protection will not only generate improvements in the effectiveness and impact of current and future EU budget support programmes but will also foster collaboration and mutual learning across policy sectors on the social needs, best practices and operational synergies of social protection interventions and their financing to ultimately achieve stable economic growth in a sustainable, equitable and inclusive manner.
- 2) The increased political recognition of the potential and value of social protection will benefit in turn from the Action's support to better coordination, implementation and monitoring of different social protection programmes, and to capacity building at all levels thereby creating a more coherent and comprehensive overall social protection system.
- 3) Finally, through demonstrating the potential of social protection systems to meet basic needs and protect households and specifically respond to the differing demands in contexts of emergencies, forced displacement, structural fragility, crises or displacement, and to help creating income generating activities (specific objective 3), the Action will reinforce the importance of integrating social protection into broader development and humanitarian policies, including through the participation of forcibly displaced persons in public social protection programmes, in order to achieve greater resilience of poor and vulnerable populations to family level and widespread shocks.

To develop a comprehensive and inclusive social protection system, the intervention logic also highlights important cross cutting issues, namely the importance of strengthening national capacities, the adoption of a rights-based approach and the establishment of national, participatory processes including social and national dialogue, gender responsiveness, disability inclusiveness and non-discrimination, paying attention to the environmental dimension, addressing the needs of informal economy and migrant workers and fostering knowledge creation, sharing and partnerships in order to enhance the action's impact.

Having a better, more effective, more inclusive, more integrated and more comprehensive social protection strategy will increase the popularity, and hence the political appeal, of social protection, generating greater momentum towards reforms, and encouraging the governments to make more substantial financial commitments. This will result in reduced vulnerability, enhanced food and nutrition security and greater resilience among the poorest households, allowing them to participate in, and contribute to, future economic growth.

At regional and global level, the Action will support fostering the research on and the design of inclusive social protection systems, the use of better disaggregated data alongside the mobilisation of new technology, and thus contribute to the USP 2030 initiative.

Approach 1: In 8 pre-selected priority countries (Angola, Ethiopia, Burkina Faso, Uganda, Senegal, Nepal, Cambodia, and Paraguay) medium-term in-country technical assistance, capacity and knowledge development will be conducted. For each of the countries, the inception phase will be used to determine priority areas of support and to develop detailed project documents, multi-annual work plans and country specific budgets. These multi-annual work plans will capture work of all implementing agencies in the context of this action programme and include all relevant areas of work of the GCSPF in a specific county that contribute to the action programme. In addition, the GCSPF coordinating organizations will also be responsible to prepare a GCSPF-specific work plan per country, which captures all of the activities which relevant civil society and trade unions want to undertake at national level.

Approach 2: consists of the provision of on-demand of shorter-term advisory services to potentially all developing countries to increase performance as well as domestic financing of social protection policies and to strengthen the synergies between social protection and PFM.

SCOPE AND FOCUS OF GCSPF ENGAGEMENT IN THE ACTION PROGRAMME

The GCSPF will focus on supporting actions as part of the mid-term support to selected partner countries (Approach 1). While it would make sense for the GCSPF to be active in all selected countries, the GCSPF has decided to focus its operational engagement on four countries for a number of reasons, including the availability

of resources and the funding allocated to the GCSPF, as well as the presence, focus and capacity of the GCSPF's member organizations and geographic spread. In a consultative process, the GCSPF has agreed on countries where it is confident that members and the coalition as a whole can play a constructive and effective role, together with ILO, UNICEF, the EC Delegations and other relevant partners. The GCSPF will focus on direct implementation in Cambodia, Nepal, Senegal and Uganda.

Lessons learned, materials developed and good practices from the action's implementation will be shared with members of the GCSPF's global network and shall inform future collaborations within the GCSPF at the national and global level, as well as with other stakeholders from UN SPIAC-B and USP2030.

In line with the general Theory of Change underpinning the Action Programme, the GCSPF sees four particular areas in which it will focus its work.

1. Bring together the various GCSPF constituents (civil society and trade unions) in the selected countries to foster stronger cooperation on social protection and support the development of inclusive and sustainable alliances or platforms for effective and structural involvement of civil society and trade unions in the development, implementation, monitoring and evaluation (social accountability) of social protection policies, including floors.
2. Strengthen the capacity and understanding of GCSPF constituents and relevant national civil society organizations and labour movements on the design, financing and implementation of social protection, including linkages to relevant aspects of public finance management, domestic resource mobilization, and budget support, with a view to enable them to more effectively and constructively engage in policy making processes around social protection.
3. Leverage improved coordination and enhanced capacities amongst GCSPF constituents and relevant national partners, to support meaningful and structural engagement with public authorities and other relevant stakeholders, in particular ILO, UNICEF, EC Delegations, in policy processes regarding social protection, including floors.
4. Enable GCSPF constituents at the country level to undertake context-specific research to support improved coordination and more effective engagement in policy making processes around social protection, share findings and materials with the GCSPF's global network, and participate in research undertaken by the implementing partners (ILO, UNICEF and GCSPF) to learn and share lessons relevant to the GCSPF's evidence-based advocacy at the global, regional and national level.

The GCSPF will collaborate closely with all implementing partners, in particular the ILO, UNICEF and the EC Delegations. We firmly believe that much can be gained from this unique set up as it combines the institutional, normative and technical capacities of ILO, UNICEF and the EC with the specific expertise of the GCSPF constituents in reaching out, mobilising and empowering people and communities who often remain excluded from policy processes. Therefore, the GCSPF sees a lot of potential in this joint cooperation, in particular for the development of opportunities for structural engagement of GCSPF constituents (civil society and trade unions) in policy making processes and in research.

IMPLEMENTATION APPROACH OF THE GCSPF IN THE ACTION PROGRAMME

After an extensive process of discussions within a dedicated Technical Working Group (made up of interested members of the GCSPF's Core Group) and consultations with the EC, ILO, UNICEF and the GCSPF's Core Group, an implementation approach for the GCSPF in the Action Programme has been agreed on. The approach attempts to combine the requirement to meet the EC's fiduciary and reporting requirements with the GCSPF's desire to be inclusive in its programming and ensure that national civil society benefits from the programme in terms of capacity-building and structural involvement with other stakeholders, both national authorities and international organisations (such as ILO, UNICEF, EC).

Coordinating organizations

Since the GCSPF is not able to sign contracts and receive funding, three GCSPF member-organizations will engage in a contractual relationship with the ILO HQ in Geneva and take on the responsibility to ensure the effective implementation of the action in line with the objectives of the GCSPF. These coordinating organizations and the GCSPF share a range of responsibilities towards one another, including the commitments to work in a

collaborative and consultative manner and provide advice where relevant. The coordinating organizations will, on a regular basis, report to the GCSPF Core Group, the ILO HQ and the overall Programme Steering Committee, which includes the ILO, UNICEF and the EU.

The coordinating organisations were chosen on the basis of their willingness and capacity to receive and manage grants from the ILO, their commitment to ensure the inclusive and country-led implementation of the civil society-component, as well as their presence, capacity and integration into national civil society structures in selected countries.

Oxfam	Cambodia
WSM	Nepal
WSM	Senegal
HelpAge International	Uganda

Country-level engagement

The coordinating organisations hold an overall responsibility for the effective implementation of the programme, based on relevant programme documents, multi-annual work plans and budgets.

A key responsibility for the coordinating organisations is to facilitate the multi-stakeholder involvement of relevant civil society and trade unions in the selected countries. They commit to be inclusive and to foster a national dynamic and dialogue with all relevant civil society organizations and trade unions, reflecting the interests and critical issues of specific target groups for national social protection systems, including informal economy workers, older people, women, youth and children, people working in rural areas and people with disabilities.

Moreover, it is critical that coordinating organizations have demonstrated capacities for sound project management and experience in advocacy and capacity building.

With a view to shaping our engagement as GCSPF at the national level, specific Terms of Reference have been developed which outline the roles and responsibilities of the coordinating organisations, the establishment of relevant coordination and implementation mechanisms at the country-level, which includes the ways of working with relevant stakeholders in each selected country as well as financial, reporting, accountability, monitoring and evaluation requirements.

The engagement at country level will be rendered operational and concrete by means of a multi-annual work plan and budget, which will be further developed into more detailed annual work plans and budgets. The disbursement of funds per country will be conditional on the approval of these work plans by the Steering Committee for the overall Action Programme, which includes the GCSPF, ILO, UNICEF and the EU.

MANAGEMENT, DIALOGUE AND REPORTING STRUCTURES

The quality, relevance, inclusiveness and coherence of the GCSPF's engagement in the Action Programme will be ensured through the following management, dialogue and reporting structures:

- **A Working Group of Coordinating Organizations (WCO) is to be established** to give regular space for the coordinating organisations to discuss issues around the management of the grants, including reporting, monitoring and evaluation, as well as to discuss and learn from experiences across countries and develop opportunities to engage the Core Group and wider GCSPF. The WCO is composed of representatives of the three coordination organisations, both from country and headquarters levels, involved in the implementation of the action programme. The WCO equally serves as a platform for mutual advice and support.
 - Members of the GCSPF Core Group that are interested in providing substantive contributions in the context of the action programme, either linked to one of the countries or on a specific topic of interest, can request to attend the WCO as an ad-hoc advisory member.
- **The WCO will, on a regular basis, report to the GCSPF Core Group** and provide opportunities for members of the Core Group to engage with lessons learned and relevant issues emerging from the programme implementation of the action programme, provide advice on the implementation of the programme, and

develop opportunities to leverage the project, including materials and learning, to strengthen civil society and social protection beyond the target countries. The Core Group is expected to provide advice to the coordinating organizations, which commit to consulting with the Core Group before all major decisions regarding design and implementation of the action programme.

ANNEX 2

ORGANOGRAMME

Improving synergies between SP and PFM: GCSPF ways of working

