



Global Coalition for  
**SOCIAL PROTECTION FLOORS**



**WSM**  
We Social Movements



## 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** by WSM, HelpAge International and Oxfam-Solidarity, cooperating under the umbrella of the Global Coalition for Social Protection Floors.

We are looking for an **expert to support us in extracting 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.

The expert will design a learning framework, support the implementation of the learning process by the 4 country teams and produce a report, based on the results of these exercises.

### 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)**.

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, including a visual presentation of the process, 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.

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 the framework to all 4 local coordinating teams in an on-line session, clarify remaining questions, gather feedback and inquire about local contexts etc. The consultant will improve the learning framework based on the feedback.
- 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 every country team 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.

## Tentative Timeframe

- The consultant will aim to produce a draft learning framework before 15 April 2022, followed by an online feedback session, in the third week of April 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 25 April 2022 to 25 May 2022.
- The consultant will aim to prepare and conduct an online multi-country exchange in the first week of June 2022.
- The consultant will write the draft report before 17 June 2022.
- The consultant will organise an online feedback session and finalise the report within 1 working day before the end of June 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 a 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: 3<sup>rd</sup> March 2022 17:00 hours UK time. We will be evaluating the applications on a rolling basis, so we encourage interested applicants to apply at the earliest.

## ONLY SHORTLISTED CANDIDATES WILL BE CONTACTED

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