

TERMS OF REFERENCE (TOR)  
Capacity Building Expert for Cooperatives

Preliminary Job Information

Consultancy Title	EXPERT ON CAPACITY BUILDING ON COOPERATIVE
Country & Base of posting	ITALY, WITH ACTIVITY TO BE IMPLEMENTED IN OCCUPIED TERRITORIES OF PALESTINE
Reports to	HALIÉUS, PROJECT COORDINATOR
Duration of consultancy	01/02/2025 – 30/11/2026

About Partnership

The initiative was identified and developed by a consortium of organizations led by WeWorld in close coordination and partnership with the NGO Haliéus and the local partner ESDC, leveraging their solid operational and technical experience in supporting cooperatives in Palestine, applying a rights-based approach and a reading key strongly focused on gender and inclusiveness.

**WeWorld (WW)** has a strong capacity to act in different sectoral and geographical areas both in emergencies and in development contexts. WW has been active in Palestine since 1992, working in WASH, food security, and economic development to strengthen resilience in vulnerable communities across the West Bank and Gaza. They operate in both emergency and development contexts.

**ESDC** Palestine Economic and Social Development Center, founded in 2003, focuses on cooperative development and capacity building in natural resource management, agriculture, and food security. ESDC operates across the West Bank and Gaza and collaborates with key ministries to align projects with the National Policy Agenda, promoting cooperatives as a cornerstone for Palestine's economy. In addition, ESDC has built and developed strategic partnerships with relevant Ministries, including the Cooperative Work Agency (CWA), the Ministry of Labor, the Ministry of Agriculture, the Ministry of National Economy and the Ministry of Education, and ensures that all projects are aligned with the National Policy Agenda

Haliéus, is the NGO of Legacoop (Italian League of Cooperatives and Mutual Societies) for international development cooperation. Haliéus contributes to sustainable development at an international level by promoting the cooperative business model as a tool for empowering individuals and communities. Haliéus carries out international cooperation initiatives that enhance and promote the experience of the over 10,000 cooperative businesses belonging to Legacoop in various economic sectors: from agriculture to fishing, from consumption to welfare, from manufacturing to sustainable tourism. Haliéus provides technical assistance and support for the development and monitoring of cooperatives worldwide. In this framework, Haliéus operates in partner countries through solid long-term partnerships with Cooperative

Organizations Association that, like Legacoop, adhere to the International Cooperative Alliance (ICA); in Palestine in particular, Haliéus operates in partnership with ESDC (ICA member). Over the years, Haliéus has implemented projects funded mainly by the European Union (programs such as ENI, CBC, MED, CSO, CSD, SWITCH, and many others) but also by United Nations Agencies (UNIDO, ILO), has operated all over the world, focusing in particular in the Mediterranean area (Egypt, Lebanon, Tunisia, Turkey, Palestine).

## Consultancy Description

### Background

Within the framework of the project “COOPER-IDEA: Actions to improve and strengthen cooperative productivity for inclusive development and entrepreneurship”, AID: 011914/04/4, funded by AICS, Haliéus needs to identify an expert on Capacity building for cooperatives.

The project will focus on the micro level, to develop the capacities of 30 cooperatives while facilitating positive exchange, policy dialogue and partnership with intermediary bodies such as the selected cooperative sector unions, GCU and CWA. In particular, the initiative will respond to existing and already identified challenges by strengthening coordination and improving the flow of communication and dialogue between existing cooperatives and the sectoral unions of agriculture and crafts, GCU and CWA. The initiative will also improve the business management capacities and skills of the target cooperatives, as well as the effectiveness and coordination between cooperative representatives and existing intermediary bodies, in order to ensure the implementation of appropriate procedures and practices. This initiative, aimed at aligning practices related to the establishment and management of cooperatives in terms of governance and administration, aims not only to improve the overall sustainability of individual cooperatives, but also their economic potential within the Palestinian economy. The intervention will help improve the performance of cooperatives at the operational level and in the quality of their production, and improve the marketing skills of cooperative members. In particular, the project will target cooperatives in the agricultural production, food processing and handicraft sectors. Priority will be given to cooperatives managed by women and youth to help them grow and thrive.

### Tasks and Responsibilities

The main objective of the service is to strengthen the operational and management capacities of cooperatives in oPt through tailored training, mentorship, and advisory support.

The expert will be responsible for:

- Supporting Mapping and Identification: Conduct an in-depth mapping exercise of cooperatives in the target areas to identify their needs, gaps, and opportunities for improvement.
- Supporting Needs Assessment: Collaborate with stakeholders to assess the needs of the cooperatives and design a responsive training package.
- Leading Capacity Building and Technical Support: Design and support the delivery of training programs and business coaching sessions.

- Contribute to developing a study on lessons-learned & good-practices to enhance the cooperative governance framework, leadership, and member participation.

#### Main tasks & responsibility:

### 1. Mapping and identification of needs

1.1 Supporting WW consultant in the identification and methodology of mapping tools and identifying cooperatives active and interested in participating to the capacity-building process;

1.2. Support the definition of selection criteria to identify the target cooperatives;

1.3 Work in coordination with Partners to finalize the Report of the mapping and selection of 30 cooperatives as the target;

1.4 Development of methodologies for data collection on the field to assess common needs of cooperatives and potential synergies;

1.5 In coordination with ESDC, WW consultant and local trainers Provide technical guidance on needs assessment methodology and the training program design, which is responsive and tailored to the cooperatives' needs;

#### Deliverables:

- Mapping methodology
- List of 30 selected cooperatives
- 30 Cooperative needs profile
- Revision of the cooperative mapping report (and their respective markets)
- Technical note on how to evaluate the improvement of productivity/performance of target cooperatives after the initiative
- Prepare a need assessment report (on 30 cooperatives)
- Tailored training package

### 2. Capacity Building and Technical Support

2.1 Coordinate with WW consultant and PM as well as ESDC in the analysis of cooperatives' needs and preparation of the training program (agenda and logistics)

2.2 Provide technical guidance on the training program implementation in coordination with ESDC, WW consultant and local trainers, ensuring a learning by-doing approach, intensive coaching and mentoring methodologies;

2.3. Conduct tailored coaching sessions for cooperatives, especially focusing on business plans and operational improvements (with a specific focus on 10 most-promising cooperatives selected by the technical committee)2.4.

2.4. Taking part to the technical (selection) committee to identify:

- Select 10 best-performing/promising cooperatives who will take part to the Study tour in Italy and will receive tailored coaching sessions )
- Identify the tools and equipment needed to enhance cooperative productivity and administrative capabilities, and any other technical aspect as defined by the project management team.

2.5. Ensuring collaboration with relevant stakeholders General Cooperative Union, Cooperative Work Agency, and sectoral union to assess the specific needs of each target cooperatives, and support the creation of consortia and network of cooperatives

Deliverables:

- Training agenda & training package
- 30 business plan drafts
- List of 10 best-performing/promising selected cooperatives (in collaboration with selection committee)
- Specific coaching sessions
- 10 detailed business plans
- List of equipment/tools needed per each cooperative
- Training and coaching program final report highlighting best-practices and lessons learned
- Terms of Reference of cooperative consortia/platforms created

### 3. Dissemination of Best Practices

- 3.1. Support in the identification of best-practices and lessons learned
- 3.2. Revise the study draft
- 3.3. Support the dissemination of the project study

Deliverables:

- Revision Lessons-learned & best-practices study
- Presentation for final dissemination event

**Report to**

- ▶ Haliéus PM

**Works in coordination with**

- ▶ WW Project Manager;
- ▶ WW Mapping & Needs assessment consultant;
- ▶ ESDC Project Manager, coordinator and officer;

**Duty Station: everywhere in Italy, with the availability to travel in OPT**

**Total working days (35 during 1<sup>st</sup> year + 35 during 2<sup>nd</sup> year)**

**Tota amount 17.500,00€**

The project will cover the costs of the travel and per diem when travelling for the activity of the project.

## Core and Functional Competences

### Required Personal Characteristics, knowledge and skills

#### Qualifications of the service provider:

- ▶ Master's degree in Cooperative Management, Business Administration, Economics, or a related field;
- ▶ A minimum of 3 years of experience in cooperative development, capacity building, or organizational strengthening;
- ▶ Proven track record in designing and implementing training programs for cooperatives;
- ▶ Strong facilitation, communication, and stakeholder engagement skills;
- ▶ Familiarity with adult-learning methodologies and participatory training techniques;
- ▶ Fluency in English;
- ▶ Good reporting, writing, and communication skills.
- ▶ Demonstrates integrity with regards to NGO values and ethical standards.
- ▶ Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability. Knowledge of context and cultural aspects.

### Application process

Expressions of interest shall be sent to [info@halieus.it](mailto:info@halieus.it) by the 17/01/2025 at 14:00 CET time.

In order to be considered, applications must include the following elements:

- Letter of Interest clearly stating an understanding of the assignment, as well as relevant experience;
- Copy of CV;