

Terms of references

Country: Lebanon

Subject: BSOs Management Academy # 1 "Strategic Planning for BSOs"

Date: September, 20, 2018

Operator: CAWTAR

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1. Background & context

EBSOMED is a 4-year project co-financed by the European Commission, led by the Union of Mediterranean Confederations of Enterprises (BUSINESSMED) and implemented by a consortium consisting of 5 partners: EUROCHAMBRES (Association of Chambers of Commerce in Europe); ASCAME (Association of Chambers of Commerce in the Mediterranean); ANIMA Investment Network; CAWTAR (Center of Arab Women for Training and Research); GACIC (German-Arabic Chambers of Commerce).

In the last 15 years, while the focus has been put on economic integration, business and investment promotion, EBSOMED has been designed to achieve a higher indirect economic leverage by helping Med Business Support Organisations (BSOs) to make a qualitative scaling up in regards to the services they offer to their beneficiaries, while pursuing this successful cross border cooperation dynamic. Business Support Organisations (Employers' Confederations, Economic Development Agencies, Chambers of Commerce and Industry, Business Associations) play a fundamental role in the Euro-Mediterranean scenario, for the most part cooperating well with governments and national economic stakeholders. They contribute to the development in their countries, not only in the economic sectors, but also in civil society by strengthening democracy, social equity and gender equality. In particular, in the Southern Neighbourhood Countries, business support Organisations play an essential role in the course of the changeover from a previous planned economic system to a new market economy.

EBSOMED aims at boosting the Mediterranean business ecosystem promoting an inclusive economic development and job creation, by enhancing the private sector organisations in the Southern Neighbourhood countries. More specifically, EBSOMED will improve the overall management capacity of Mediterranean Business Support Organizations (BSO) through enhanced services and quality standards. The action will empower MED private sector stakeholders by developing business linkages and networks between SNC and EU counterparts supporting them in seizing the financing offered by Development and Finance Institutions (DFI). At the entrepreneurial level, EBSOMED will stimulate trade and investment flows by supporting the internationalization of MED SMEs. On the other hand, EBSOMED will increase Economic Regional Integration and stimulate the MED business community by creating a sustainable hub for developing business partnerships in key sectors of common interest in the Euromed region.

Hence, recognizing the EU commitment in supporting private sector development as the main vector for job creation, this initiative will represent a unique opportunity to reaffirm the commitment to work together on effective regional cooperation through action driven roadmap and following the regional approach that will remain the distinctive feature of the project. EBSOMED will promote the harmonization of national policies frameworks and foster Euro-

Mediterranean integration and investment by exchanging best practices bilaterally and multilaterally.

In the framework of the EBSOMED project CAWTAR will organize the first BSOs management academy on strategic planning for BSOs which will be held in Lebanon from November, 30, 2018 to December, 01, 2018. This academy is a part of a series of 4 Academies which will cover – in addition to strategic planning for BSOs – 3 additional thematic, namely

- EU Project development / planning
- EU Project Management
- EU Project Monitoring, Evaluation & reporting

The EBSOMED Management Academy aims to:

- Enhance the capacities of BSOs executives to better manage their organisation and improve the qualities of services provided to their members.
- Network, exchange of experiences and best practices among the BSOs involved.
- Create synergies between the BSOs involved.

To successfully conduct this activity, CAWTAR seeks to recruit one or more short term experts / consultant to deliver the first Academy.

2. Objective

The BSOs management academy on strategic planning for BSOs aims to Strengthen the capacity of BSOs in strategic planning so that they can refine their visions and orientations by taking into consideration possible synergies with the 2030 SDGs, horizon 2020 and adapting a gender and human rights approach (GHRA).

3. Duration and Target Groups

BSOs Management Academy is a 2 days event that targets Intermediary Organisations' executives in the view of offering them dedicated capacity training.

Example of BSOs: Associations/NGOs, employers' organizations, chambers of commerce and industry, networks of entrepreneurs, public and private institutions working on business issues and targeting mainly women entrepreneurs

4. Expert profile

- A minimum of 10 years of experience, including 5 years in a senior position, with international experience in the area(s) of sustainable development, strategic planning and results-based management (RBM);
- Proven experience in the development of strategic planning training program
- Knowledge of cross border cooperation context especially for the private sector and BSOs.
- Strong understanding and experience in strategic planning, international development, SDG's 2030, horizon 2020, gender and human right approach.

- Training of Trainers Certification in strategic planning and Results Based Management,
- Proven experience as trainer and facilitator of the trainings specially in strategic planning.
- Master the use of participatory approaches and adapted training techniques for adults;
- Experience in producing International training reports
- Excellent command of written and spoken English and Arabic.
- Be a candidate from one of South Mediterranean countries (exception for Syria)¹

5. Expert mission

The expert will:

- Design and develop the necessary training modules detailing the objectives of each module, the agenda, the pedagogical, methodological² and logistical details of each session as well as their plans, etc. (the training program and the approach should highlight synergies between BSOs strategies and SDG's 2030, horizon 2020 it should adopt GHRA.
- Facilitating a two-day training workshop for BSO representatives (managers / executives) using the training modules developed;
- Design training evaluation tools;
- Carry out a training Report with an orientation note including an evaluation of the training and suggestions regarding the reproduction actions of the training.
- Develop a follow-survey (pre/post evaluation)

6. Methodology

The pedagogical animation of the workshop will be based on the participative approach which will allow through interactive exchanges a sharing of knowledge and experiences on strategic planning, RBM for BSOs and GHRA. As a result, two strategies will be used to facilitate the effective and active participation of participants:

- The teaching or facilitation strategy that will be used by the trainer(s) to convey basic concepts and theoretical approaches. In the plenary session, the trainer will give introductory presentations and facilitate brainstorming exercises, open discussions or quizzes to allow learners to contribute to the definition of basic concepts and description of methodological approaches. Learners' understanding of concepts will be facilitated by their active participation;
- The learning strategy will be to put learners in a learning situation in working groups (learning by doing). Using concrete exercises adapted to their needs or those of their target groups, they will have the opportunity to apply basic concepts and methodological approaches.

During the plenary sessions, exchanges will be facilitated by the trainers. In the working groups, the discussions will be led by rapporteurs who will be freely chosen by the learners.

7. Deliverables

The expert(s) must provide the following products:

¹ (EU amending Council Regulation No 36/2012 and the Council Decision 2013/225/CFSP. introducing new restrictive measures in view of the situation in Syria).

² The adopted methodology must be participatory and privilege the interaction between the trainer (s) and the participants, and between the participants themselves.

1 week before the training/workshop

- The training plan, training module and agenda (this includes all PowerPoint training materials, supporting documents, hand-outs, evaluation file, etc.);

1 week after the training/workshop

- A report on the training session, including a section on lessons learned and recommendations

8. Submission of Proposals and deadlines

The submission file must include:

- A technical offer including: The CVs of the consultants, Train-the-trainer certification in strategic planning, the methodology and a draft of the proposed training program
- A financial offer

The proposal submitted by each tenderer should be sent by email to the following address:
EBSOmed@cawtar.org (CC to hedi.finance@cawtar.org)

The deadline for receipt of tenders is **20 October 2018**