

Terms of Reference:
Master Trainer and Cooperatives Expert to Support the Jordan Cooperative Corporation (JCC) in Legislative Reform and the Institutionalization of ILO Training Tools

Background

Jordan's cooperative movement, formally initiated in 1952, has undergone multiple institutional reforms, impacting its growth and effectiveness. Today, the sector comprises approximately 1,449 cooperatives with over 128,000 members (2024), primarily in agriculture and multi-purpose activities. The Jordan Cooperative Corporation (JCC), established in 1997 as the apex regulatory and developmental body, has a mandate to elevate the economic and social standing of cooperators, disseminate cooperative culture, and develop a supportive legislative environment.

Despite its potential, the sector faces systemic challenges: an outdated regulatory framework, limited funding sources, low public awareness, marginalization in national economic policy, and overlapping mandates with other institutions. These constraints hinder cooperatives from fully realizing their role as engines for inclusive economic growth, decent work, and social cohesion—particularly vital in a country hosting a large refugee population.

The ILO, under the multi-agency PROSPECTS Partnership funded by the Government of the Netherlands, works to improve the lives of forcibly displaced persons and host communities. In Jordan, a key pathway is strengthening the cooperative ecosystem as a vehicle for economic inclusion, decent job creation, and social protection.

A cornerstone of this collaboration was the joint development of Jordan's National Cooperative Strategy (NCS) 2021-2025, which set a clear roadmap for sector development. Under the NCS, significant progress has been made:

Legislative Reform (Output 1.1): With ILO technical support, JCC led a participatory process to amend the Cooperative Law No. 18 of 1997, aligning it with international standards (ILO Recommendation No. 193, ICA principles). The amended law was approved by Parliament in May 2025. The revision of two critical implementing bylaws (Cooperative Societies Bylaw and Cooperative Federation Bylaw) is now the **priority**.

Institutional Development (Output 2.3): The government has approved the establishment of a Cooperative Development Institute (CDI) and a Cooperative Development Fund (CDF) within JCC, structures designed to ensure sustained capacity building and financial access for cooperatives.

Capacity Building: Between 2019-2021, the ILO built JCC's foundational training capacity through Training of Trainers (ToT) on its flagship tools Think.Coop, Start.Coop, and My.Coop, followed by coaching. This enabled a core group of JCC trainers to begin independent delivery.

To institutionalize this progress and ensure sustainability, JCC and the ILO signed a Memorandum of Understanding (MoU) in December 2025, endorsed by the Jordanian Cabinet and JCC's Board of Directors. This MoU formalizes the integration of ILO tools into JCC's permanent training programmes and formed the basis of an implementation agreement that was signed between both agencies at the end of 2025.

ILO and JCC Implementation Agreement Scope of Work.

The implementation agreement between the ILO and the Jordan Cooperative Corporation (JCC) covers two key areas: **A) Cooperative Legislative Reform** and **B) Institutionalization of ILO Training Tools**.

A. Cooperative Legislative Reform

To finalize the Legal Enabling Environment and complete the legislative reform cycle the JCC will advocate for an inclusive regulatory framework that addresses the needs of women, youth, and refugees within cooperatives. Building on legal drafts developed with ILO support since 2023, JCC will lead ongoing legislative reform, particularly amendments to the Cooperative Societies Bylaw, the Cooperative Federation Bylaw and ensuring cooperatives' internal governance documents (internal bylaws) comply with the new, inclusive law.

The specific activities include:

1. Formation of a Legal Review Committee

- To revise and finalize proposed amendments to:
 - The Cooperative Societies Bylaw
 - The Cooperative Federation Bylaw
 - The bylaw regulating the Cooperative Development Fund and Cooperative Institute

2. Technical Retreat

- Conduct a two-day retreat (up to 16 participants) with key stakeholders, including JCC, the Legislation and Opinion Bureau, the Tax Department, and the Economic and Social Council.
- Facilitate discussions (JCC and ILO) and finalize the legal text of the amended bylaws.

3. Follow-up and Endorsement

- Engage with relevant public entities to secure final endorsement of the amended bylaws.

4. cooperatives' internal governance documents

- Revise internal bylaws for various cooperative types (agriculture, multipurpose, housing, etc.).
- Develop training materials to support JCC staff and cooperatives in aligning their bylaws with:
 - ILO Recommendation No. 193
 - ICA Identity Statement, cooperative values and principles
 - Amended national law and bylaws
- Deliver a three-day training (maximum 16 participants from JCC and active cooperatives).
- Develop a simplified guiding template for internal bylaws to replace outdated versions.

5. Dissemination of Training

- JCC trainers will deliver the newly developed training to at least 200 cooperative members across all 12 governorates.

B. Institutionalization of ILO Training Tools

JCC is tasked with embedding a Sustainable Training System to scale up high-quality training for agricultural cooperatives—a critical sub-sector for livelihoods—by creating a larger, certified national trainer pool within JCC and partner organizations. This will directly support **90 agricultural cooperatives** in improving governance, developing business plans, accessing finance, and promoting decent work principles.

The aim of the initiative is to strengthen the cooperative ecosystem, with JCC annually implementing training programs (2026–2027), targeting a total of 90 agricultural cooperatives.

- **Year 1 (2026):** 30 cooperatives trained by JCC trainers certified with ILO support.
- **Years 2 (2026–2027):** 60 cooperatives trained independently by JCC using its own resources.

Activities include:

1. Year One (2026): Training of Trainers (ToT)

Conduct a training of trainers (ToT) on **Think.Coop and Start.Coop**, targeting 20 new trainers (with up to 20 total participants, including JCC staff, MFIs, BDS providers, and consultants).

- **Activities:**
 - a) Develop trainer selection criteria and outline the certification process.
 - b) Deliver an eight-day ToT (Think.Coop – 2 days, Start.Coop – 6 days).
 - c) Assess applications of prospective trainers.
 - d) Develop an action plan with trainers to roll out training to 90 cooperatives (defining type/number of cooperatives, training sessions, and reporting requirements).
 - e) Implement the action plan to train 30 agricultural cooperatives within eight months of signing the agreement, ensuring active participation of women- and youth-led cooperatives.
 - f) Monitor and coach trainers during at least two cooperative training deliveries.
 - g) Evaluate trainers' performance (ToT participation and field delivery). Successful trainers will be certified nationally as Think.Coop and Start.Coop trainers.
 - h) Hold a half-day graduation ceremony for newly certified trainers.
 - i) Develop criteria to identify ~20 agricultural cooperatives with potential for value chain development. Use criteria to evaluate Start.Coop business plans and identify candidates for financial support (ILO, Cooperative Development Fund, Agricultural Credit Corporation, or others).
 - j) Provide tailored recommendations and individual work plans for selected cooperatives.

2. Years Two and Three (July 2026 – November 2027): Independent JCC Training Deliv

JCC's nationally certified trainers will conduct trainings for 60 additional cooperatives (30 annually), ensuring full financial and logistical responsibility. Activities include:

- Organizing logistics (venues, materials, manuals, stationery, etc.).
- Assigning certified trainers and issuing participation certificates.
- Applying ILO methodology consistently.
- Where relevant, using additional ILO tools:
 - *The Role of Cooperatives in Eliminating Child Labour*
 - *The Practical Occupational Safety and Health Tool for Cooperatives in Agriculture*
- Coordinating with public institutions (e.g., Ministry of Labour, Ministry of Youth, universities) to broaden outreach and participation.
- Reporting to ILO after each training, covering:
 - a) Training team members

- b) Training type (ToT or cooperative member training)
- c) Training subtype (initial, refresher, etc.)
- d) Training materials used (Think.Coop, Start.Coop, My.Coop)
- e) Location (city, country)
- f) Dates (start and end)
- g) Duration (in hours)
- h) Number of female, male, and total trainees
- i) % of trainees under age 35
- j) % of trainees from rural areas

JCC is therefore seeking the services of a **Master Trainer** to ensure the quality of the training cascade, empower a new generation of Jordanian trainers, and provide the technical expertise needed to align cooperative operations with the reformed legal framework.

Objectives of the assignment

The Master Trainer will be responsible for:

A. Capacity Building: Leading the Training of Trainers (ToT) to certify a national cadre of JCC and partner staff in ILO's Think.Coop and Start.Coop methodologies.

B. Training Delivery Oversight: Designing, monitoring, and coaching the rollout of training to 90 agricultural cooperatives.

C. Bylaw Development Support: Providing technical expertise to revise cooperative internal bylaws and develop related training materials in line with the new national legal framework and international standards.

D. Sustainability Planning: Developing systems, criteria, and plans to ensure JCC can independently continue training and support cooperatives beyond the project lifespan.

E. Project Coordination: Working in close coordination with the Project Manager/, legal consultant, JCC management and the ILO PROSPECTS focal point to ensure seamless integration of training activities with overall project implementation, reporting, and institutional priorities.

KEY RESPONSIBILITIES OF THE MASTER TRAINER

The COOP Master Trainer will be responsible for the following tasks:

1. Coordination and Integration

- Maintain regular coordination with the Project Manager/Reporting Officer to align training activities with the overall project timeline, reporting requirements, and deliverables.
- Work closely with JCC management (including relevant department heads and governorate directors) and ILO PROSPECTS focal point to ensure training plans are aligned with institutional priorities and operational capacities.
- Participate in regular project coordination meetings to provide updates on training progress, challenges, and resource needs.
- Collaborate with the Legal consultant (where relevant) to ensure training content on internal bylaws is perfectly synchronized with the legislative reform process.

2. Cooperative Legislative Reform

1. Review and provide technical inputs on the draft bylaws, namely: the Cooperative Societies Bylaw, the Cooperative Federation Bylaw, the Bylaw regulating the Cooperative Development Fund, and the Bylaw of the Cooperative Institute.
2. Participate in a technical retreat with key stakeholders to finalize the legal text of the amended bylaws.
3. Revise the existing internal bylaw templates for different cooperative types (e.g., agriculture, multipurpose, housing). to ensure alignment with ILO R.193, and ICA principles, and the amended Jordanian law in close coordination with the legal consultant
4. Develop training materials to support JCC staff and cooperatives in aligning cooperatives internal bylaws with: ILO Recommendation No. 193, the ICA Identity Statement, cooperative values and principles, and the amended national law and bylaws.
5. Conduct a **3-day training workshop** on internal bylaws for JCC staff and cooperative leaders, coordinating logistics with the Project Manager and JCC administration.

3. Institutionalization of ILO Training Tools – Certification Program for 20 JCC Staff

a) Carry out the pre-ToT preparatory phase

- Update the Arabic versions of **Think.COOP** and **Start.COOP** training materials to reflect the Jordanian context, incorporating the national cooperative strategy and the updated cooperative law and bylaws.
- Develop specific selection criteria and a clear outline for the certification process for new trainers, in consultation with JCC management and the ILO.
- Prepare ToT training materials, including presentations, handouts, the final agenda, pre- and post-assessment surveys, and training evaluation forms.

b) Conduct Training of Trainers (ToT) Workshop

- In coordination with JCC's administration and ILO focal point, assess applications and select up to 20 participants for the ToT.
- Deliver the 8-day ToT workshop for the selected candidates.
- Submit a workshop report following completion of the ToT which includes an evaluation of the training process, key recommendations, the participants' action plans to cascade the training to cooperatives, and the trainers' feedback for adjusting the training materials. j
- Develop, in consultation with trainees, JCC management, and the ILO, a detailed **Action Plan** for rolling out the training to 90 cooperatives. The action plan should include defining the type/number of cooperatives based on agreed selection criteria, training sessions, and reporting requirements.

4. Monitoring, Coaching & Certification (Post-ToT Coaching Phase)

- Based on the developed action plan with trainers to roll out training, the master trainer will support implementing the action plan to train 30 agricultural cooperatives during the first year (2026) ensuring active participation of women- and youth-led cooperatives.
- Develop the selection criteria for the 30 cooperatives to be trained, in close coordination with the Project manager, JCC administration and ILO focal point
- Conduct an assessment of the applications of prospective cooperatives to be included in the training.

- Provide coaching for up to 20 trainers during their delivery of cooperative training to the selected 30 cooperatives. The Master Trainer will support the trainers in preparing their training agendas, materials, and evaluation tools for a **5-day course** targeting existing or newly established cooperatives and will provide comments and feedback following delivery.
- Provide coaching to trainers while they support the newly trained cooperatives in preparing feasibility studies or business plans.
- Share a final evaluation of the trainers and submit recommendations to the ILO COOP/SSE Unit in Geneva regarding the full certification of the national trainers. Certified trainers will then be authorized by the ILO to deliver Think.COOP and Start.COOP independently.
- Organize and lead a half-day graduation ceremony for the newly certified trainers, in close coordination with the Project Manager and JCC leadership.

E. Strategic Support and Sustainability for business plans developed by cooperatives

- Develop criteria to identify approximately 20 agricultural cooperatives with potential for value chain development. Use criteria to evaluate Start.Coop business plans and identify candidates for financial support (ILO, Cooperative Development Fund, Agricultural Credit Corporation, or others).
- Provide tailored recommendations and individual work plans for selected cooperatives, and referral to financial institutions.
- Present findings and recommendations to JCC management and the Project Manager for strategic decision-making.

MAIN DELIVERABLES

1. **Inception Report and Coordinated Work Plan:** The consultant is to submit a detailed methodology and timeline, developed in consultation with the Project Manager and JCC management (to be delivered in both English and Arabic).
2. **Regulation reform:** The Master Trainer is to provide technical inputs to JCC (in Arabic) on the four amended bylaws (the Cooperative Societies Bylaw, the Cooperative Federation Bylaw, the bylaw regulating the Cooperative Development Fund and Cooperative Institute) on aligning with ILO Recommendation No. 193, the ICA Identity Statement, cooperative values and principles, and the amended national law.
3. **ToT Package, Delivery and Coordination Report:** Upon completing the ToT, the Master trainer is to submit the finalized Arabic training materials. In addition, a report is to be submitted (in Arabic and English) on the delivered ToT, and a workshop report (including agenda, PPT presentations, exercises, case studies, attendance sheets, survey forms, and evaluation forms). Documentation of cooperatives selection process in coordination with JCC management.
4. **Action plan for training roll-out:** Submit a detailed plan (in English) for the training of a total of 90 cooperatives. The action plan is to be endorsed by JCC management and the ILO.
5. **Coaching and certification report:** Coaching report summarizing supervision and support provided to trainers during the roll-out of cooperative trainings, including an evaluation of trainers' performance, with final evaluation and certified trainer list approved by JCC. (in English)
6. **Internal Bylaw Revision Package** Final set of revised internal bylaw templates and simplified guiding templates (in Arabic) for various types of cooperatives (e.g., agriculture, multipurpose, housing) submitted to JCC. developed in coordination with the Legal Advisor/legal committee.
7. **Internal Bylaw Training Package and Delivery Report:** Internal bylaws training materials (in Arabic) and workshop report (in English), documenting coordination with JCC on participant outreach.

8. **Value Chain and Sustainability Package:** Develop the selection criteria of cooperatives with potential value chain development, evaluate the cooperatives business plans developed during the Start.coop training along with data base of 20 cooperatives referred to financial support . (in English)
9. **Final report upon completion of assignment:** The Master Trainer -in close coordination with the project manager- is to submit a comprehensive report including all achievements, lessons learned, and key recommendations for JCC's sustainable institutionalization of the training (in English).

TIMEFRAME

The contract duration is expected to be from 1 March 2026 to 31 December 2026.

Deliverables	Indicative deadline
1.Inception report and coordination work plan: Detailed methodology and timeline, developed in consultation with the Project Manager and JCC management (submit in both languages).	15 March 2026
2.Regulation reform: Technical inputs provided to JCC (in Arabic) on the four amended bylaws (the Cooperative Societies Bylaw, the Cooperative Federation Bylaw, the bylaw regulating the Cooperative Development Fund and Cooperative Institute) on aligning with ILO Recommendation No. 193, the ICA Identity Statement, cooperative values and principles, and the amended national law.	15 April 2026
3.Report on the delivered ToT package, and coordination: Finalized Arabic training materials (in Arabic), delivered ToT, and a workshop report (in both languages) (including agenda, PPT presentations, exercises, case studies, attendance sheets, survey forms, and evaluation forms). Includes documentation of coordination with JCC management on participant selection.	1 May 2026
4. Action Plan for training roll out: A detailed plan for training a total of 90 cooperatives (in English).	15 May 2026
5. Report on the completed coaching session delivery, coaching and certification: Coaching report summarizing the supervision and support provided to trainers during the roll-out of cooperative trainings, including an evaluation of trainers' performance, with final evaluation and certified trainer list approved by JCC (in English).	15 August 2026
6.Internal Bylaw Revision Package: Final set of revised internal bylaw templates and simplified guiding templates (in Arabic) for various types of cooperatives (e.g., agriculture, multipurpose, housing) submitted to JCC. developed in coordination with the Legal consultant /legal committee.	10 May 2026

7.Internal Bylaw Training Package & Delivery Report: Internal bylaws training materials (in Arabic) and workshop report (in English), documenting coordination with JCC on participant's outreach.	20 May 2026
8.Value Chain and Sustainability Package: Criteria, work plans, and referral database, presented to JCC management. (in English)	15 June 2026
9.Final Assignment Report: Comprehensive report including all achievements, lessons learned, and recommendations for JCC's sustainable institutionalization of training (in English).	20 June 2026
Total	

The assignment will include 4 missions for the International Master Trainer to Jordan, as detailed below

A. Cooperative Legislative Reform

- Participate in a technical retreat with key stakeholders to finalize the legal text of the amended bylaws. **2 Nights.**
- Deliver a three-day training program on amended bylaws. **4 Nights**

B. Institutionalization of ILO Training Tools – Certification Program for 18 JCC Staff

Training of Trainers (ToT) Workshop

- Conduct an 8-day in-person ToT workshop in Jordan on ILO training tools (Think.COOP, Start.COOP) targeting 18–20 trainers. **9 Nights**

Post-ToT Coaching Phase

- Provide coaching to up to 18 trainers during their delivery of cooperative training. The Master Trainer will support trainers in preparing training agendas, materials, and evaluation tools for a **5-day course** targeting existing or newly established cooperatives and will provide comments and feedback following delivery. **10 nights**

REQUIRED QUALIFICATIONS

- Proven certification and experience as an ILO Master Trainer in the following: *Think.Coop, Start.Coop, My.Coop.*
- Strong experience in adult education, participatory training methodologies, and cooperative development.
- At least 7 years of relevant professional experience in cooperative development, training, or rural livelihoods.
- Excellent facilitation, coaching, and communication skills.
- Proficiency in Arabic and English (spoken and written).
- Familiarity with the Jordanian cooperative context is an asset.

PAYMENTS PROCESS

payments will be processed upon reception of related deliverables to the satisfaction of the JCC based on actual working days of each deliverable

SUBMISSION PROCESS

The consultant must submit the proposed offer, entitled “Technical Proposal” and “Financial Proposals,” in two separate digital files

The two folders are to comprise of:

1. **Technical Proposal** that includes:
 - a) A Cover Letter outlining the consultant’s motivation for applying and relevant prior experience
 - b) CV including 3 references that must be prior supervisors
 - c) A Technical proposal which clearly outlines the methodology to undertake the assignment.

2. **Financial Proposal**
 - a) Consultant to provide daily rate in **JOD**
 - b) number working days for each deliverable/activity
 - c) Consultant to provide on **separate budget lines** accommodation costs, transportation costs, and any other related expenses.

The two digital folders are to be saved in one digital folder (zipped) with the title saved as the full name of the bidder, followed by the project title “MASTER TRAINER/JCC”

The consultant must submit to HRJcc@jcc.gov.jo with the same subject title, “MASTER TRAINER /JCC”.

The **deadline for submission is Sunday 15th February 2026 at 11:59 PM.**

The proposals will be evaluated according to the criteria described below:

Item	Percentage
Relevant prior experience with evidence of previous work	70%
Financial offer	30%
Total	100%