



Terms of Reference:

Project Manager 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Despite its potential, the sector faces systemic challenges: an outdated regulatory framework, limited funding sources, low public awareness, marginalization in national economic policy, and overlapping mandates with other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 **three-year 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. JCC has further demonstrated commitment by pledging to allocate annual financial resources for continued training. The JCC also issued a letter to the ILO stating that financial resources will be allocated on a yearly basis for the continuation of these trainings to take place independently by the JCC.

ILO and JCC Implementation Agreement Scope of Work.

Following the signing of an MoU between the ILO and the Jordan Cooperative Corporation (JCC) the two agencies entered into an implementation agreement in late 2025 which covers two key areas: **A) Cooperative Legislative Reform** and **B) Institutionalization of ILO Training Tools**.

A. Cooperative Legislative Reform

JCC is to finalize the Legal Enabling Environment and complete the legislative reform cycle by advocating 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 to embed 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.

To strengthen the cooperative ecosystem, JCC will annually implement training programs (2026–2027), targeting a total of 90 agricultural cooperatives.

- **Year 1 (2026):** 30 cooperatives trained by JCC trainers certified with ILO support.
- **Year 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 **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. Year Two (July 2026 – November 2027): Independent JCC Training Delivery

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 the 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

The JCC is therefore seeking the services of a national Project Manager. the **Project Manager** is the central coordination and accountability role for implementing this MoU. This role ensures all activities under both components are planned, executed, monitored, and reported on in a cohesive, timely, and compliant manner, supervising and coordinating all external experts including the Master Trainer, the Financial Officer and Legal Consultant.

OBJECTIVES OF THE ASSIGNMENT

The **Project Manager** undertakes the central coordination and accountability role for carrying out the implementation agreement between the JCC and ILO. This role ensures all activities under both components are planned, executed, monitored, and reported on in a cohesive, timely, and compliant manner, supervising and coordinating all external experts including the Master Trainer, the Financial Officer and Legal Consultant.

The Project Manager will be responsible for:

- 1. Overall Project Leadership:** Providing end-to-end management of the project and all the activities listed above under A and B, ensuring integration between legislative reform and training activities.
- 2. Coordination and supervision:** Coordinating the work of external experts (Master Trainer, Legal Consultant, and the Financial Officer), and the JCC staff.
- 3. Monitoring, Reporting and Compliance:** Tracking progress against all deliverables, managing the project budget, and producing all of JCC's technical and financial reports for the ILO according to the specified payment milestones.
- 4. Stakeholder liaison and knowledge management:** Act as the primary operational link between JCC, ILO, and government stakeholders.

Key areas of work and responsibilities of the Project Manager

A. Project management

Follow up on the project's timely implementation of activities, coordinate with the team members and JCC management.

- Develop and maintain the master project work plan and timeline for the 2026 - 2027 implementation period.
- Organize and chair regular coordination meetings with JCC management, the ILO, and the external project team (Master Trainer, Legal Consultant, Financial Officer).

- Act as the primary day-to-day focal point for the ILO PROSPECTS team.

B. Activity Implementation Support

- Coordinate the formation and meetings of the **Legal Review Committee**.
- Manage all logistics for the **Technical Retreat, ToT workshop**, and other training events in coordination with the Financial Officer, and the master trainer
- Support the Master trainer in developing cooperatives selection criteria and assessing applications.

C. Monitoring, Evaluation and Reporting

- Establish a project monitoring dashboard to track progress against all deliverables outlined in the signed ILO/JCC Implementation agreement
- Collect, compile, and verify data and reports from the Master Trainer and Legal Consultant. Prepare and submit all required technical progress reports to the ILO in English, using prescribed templates, linked to the payment's milestones.

D. Knowledge management and stakeholder liaison

- Maintain a complete, organized digital archive of all project documents.
- Document lessons learned, challenges, and success stories/case studies.
- Support JCC management in follow-up with government entities for bylaw endorsement.

E. Supervision of financial functions

- Directly coordinate with the Financial Officer and ensure all financial reporting follows ILO templates and procedures.
- Review and approve all financial reports prepared by the Financial Officer before submission to ILO.
- Ensure all procurement and payments comply with ILO and JCC financial rules.

MAIN DELIVERABLES

The consultant's key deliverables are the **final, accepted reports submitted to the JCC in English**. Each report must be a consolidated document containing both narrative and financial sections, as specified below.

Deliverable 1: Inception Report & Integrated Work Plan

- A detailed project management plan with timeline, milestones, roles, and coordination mechanisms. (in both languages)

Deliverable 2: Consolidated Technical & Financial Progress Report 1

Covering the reporting period and Must Include:

- Technical narrative progress report on the project's start-up and initial activities.
- Revised detailed work plan.
- Financial Report: Actual expenditure for the period with supporting documents collected in close coordination with the financial officer and the JCC

Deliverable 3: Consolidated Technical & Financial Progress Report 2

Commented [DR1]: Why are they submitting to the ILO? Should be JCC since they are contracting them. We could write "submitted to the JCC for final submission to the ILO"

Commented [DR2]: Consider removing this deliverable? Or spread them out so you have actual achievements under each deliverable

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Covering the reporting period and Must Include:

- Technical narrative on progress.

All Component A (Legislative Reform):

- Report on bylaws revision committee (database, attendance, minutes).
- Report on the technical meeting (attendance, agenda, discussion).
- Final agreed text of bylaws submitted to government (Arabic + English translation).
- Progress report on amendment approval.

All Component B (Training):

- Think.COOP/Start.COOP training materials (Arabic) developed by the master trainer
 - Selection criteria & certification outline (both languages).
 - ToT workshop report (proceedings, trainer evaluations). In close coordination with the master trainer
- **Financial Report:** Actual expenditure for the period with supporting documents collected in close coordination with the financial officer and the JCC.

Deliverable 4: Consolidated Technical & Financial Progress Report 3

- Covering the reporting period and Must Include:

- Technical narrative on progress.

- **All Component A (Legislative Reform):**

- The final Simplified internal bylaws template (both languages) validated by the master trainer, legal consultants, and JCC.
- Internal bylaws training materials (Arabic). In close coordination with the master trainer Workshop report on internal bylaws training. In close coordination with the master trainer
- Report on dissemination to 200 cooperative members. In close coordination with the master trainer

- **All Component B (Training):**

- Final Action plan for Think.COOP/Start.COOP roll-out developed by the JCC and the master trainer
- Practical training report (coaching, evaluations, certification, 3-year plan). In close coordination with the master trainer
- The final Selection criteria for cooperatives with recommendations & individual work plans Agreed by the JCC and the master trainer.

- **Financial Report:** Actual expenditure for the reporting period, with supporting documents collected in close coordination with the financial officer and the JCC.

Deliverable 5: Final Consolidated Technical & Financial Report

- Monthly progress reports on JCC's independent training of 60 cooperatives.

- Comprehensive final narrative summarizing all achievements, lessons learned, and sustainability measures.
- **Final Financial Report:** Actual expenditure for the period with final bank statement and summary of all project finances. collected in close coordination with the financial officer and the JCC.

Deliverable 6: Project Completion & Handover Report

- A concise management report for JCC leadership, progress reports on JCC's independent training of 60 cooperatives, documenting processes, final status, and institutional handover recommendations. (in English)

Timeframe

Deliverable-based assignment, the contract duration is expected to be from **1 March 2026 to 30 September 2027**.

Deliverables	Indicative Deadline
1. Inception Report & Integrated Work Plan	15 March 2026
2. Consolidated T&F Progress Report 1	15 April 2026
3. Consolidated T&F Progress Report 2	15 May 2026
4. Consolidated T&F Progress Report 3	20 November 2026
5. Final Consolidated T&F Report	30 September 2027
6. Project Completion & Handover Report	30 September 2027

REQUIRED QUALIFICATIONS

The project manager expected to have the following minimum qualifications:

- **Education:** university degree in Project Management, Business Administration, Development Studies, or related field.
- **Experience:** Minimum 6 years of experience in project management, preferably with ILO/UN projects or in cooperative development.
- Proven experience in report writing and stakeholder management.
- **Skills:** Fluency in English and Arabic (excellent writing skills in English essential). Strong organizational, communication, and facilitation skills.

PAYMENT SCHEDULE

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 “PROJECT MANAGER /JCC”

The consultant must submit to HRJcc@jcc.gov.jo with the same subject title, “PROJECT MANAGER/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%