TERMS OF REFERENCE

Position: Consultant – Development of a Regional Handbook for Community-Based Solutions to Inequality in the Southern Mediterranean region and a Impact Report

Category: Senior
Number of positions: 1
Duration of the assignment: 30 days
Modality of the assignment: Remote
Number of final deliverables: 2

Project background

The **Challenging Inequalities Programme**, developed and funded in the framework of the agreement signed with the Spanish Agency for International Cooperation (AECID), aims to fight inequality and promote social inclusion across Mauritania, Morocco, Algeria, Tunisia, Egypt, Jordan, Lebanon and Palestine. The Programme focuses on empowering 16 local grassroots Civil Society Organizations (CSOs) and Community-Based Organisations (CBOs) by offering capacity-building and networking opportunities, funding for micro-projects, and providing ongoing technical assistance.

Within this framework, the ALF Secretariat is seeking a highly qualified expert to develop a Regional Handbook on community-based practices addressing inequalities in the Southern Mediterranean and an Impact Report with communication purpose.

Objectives

The assignment aims to design and develop**:**

i) A **Regional Handbook for Community-Based Solutions to Inequality in the Southern Mediterranean region** on how community-based actions challenge inequalities based on evidence collected from the 16 CBOs participating in the Programme, providing actionable insights, successful case studies, and tested methodologies that grassroots organisations can replicate or adapt in their contexts. It will provide a shared, evidence-based foundation for discussion, aligned with Euro-Med priorities and highlight successful practices and innovative solutions for promoting social inclusion, gender equality, green practices, inclusive job creation, accessibility, and climate-adaptive community actions.

ii) An **Impact Report** designed for visibility and communication purposes, showcasing the Programme's results, outcomes, and transformative effects through data, narratives, and selected success stories. The report will be tailored for external stakeholders and donors, highlighting the added value, reach, and sustainability of community-based interventions across the eight Southern Mediterranean countries**.**

The field phase will be conducted **online** in English and Arabic languages.

Key Tasks and Responsibilities

In coordination with the Quality Assurance and Civil Society Manager and in accordance with what is detailed in the section "**Objectives"**, the consultancy shall be structured as it follows:

- **Desk review**

- Relevant Euro-Med policies and strategic frameworks (such as Agenda for the Mediterranean, Pact for the Mediterranean, UfM Ministerial Declarations and Regional agendas etc.)
- Regional statistics (such as OECD, UNDP, Gender index, ILO etc.)
- Review of all documents submitted by the CBOs (concept notes, action plans, monitoring tools, reports)
- Analysis of the Programme monitoring and evaluation data
- Collection and analysis of secondary data, including existing community development models, regional best practices, relevant literature on inequalities, inclusion, gender, environment, climate resilience, accessibility and vulnerable groups

- **Data collection and analysis**

- Development of data collection tools (bilateral interviews, surveys etc.)
- Conduction of surveys, structured interviews, and/or focus group discussions with all participating CBOs/beneficiaries, ALF relevant staff, and local stakeholders

- **Development of the Regional Handbook, including:**

- Overview of the Programme, approach and context
- Documented good practices from the CBO interventions
- Replicable methodologies and tools for community-based actions
- Models for ensuring accessibility and participation of persons with disabilities, women, and other vulnerable communities
- Step-by-step guidance for grassroots organisations planning or implementing similar actions
- Lessons learned and recommendations for practitioners and local actors

- **Development of a visually appealing Impact Report, including:**

- A concise synthesis on the achievements, impact, and key stories emerging from the 16 community-based projects
- Testimonials from the 16 community-based actions' stakeholders
- A communication and visibility product tailored for donor agencies, institutional partners, and Programme stakeholders

- **Validation**

- Presentation of the first draft of the **first deliverable** (Regional Handbook) to the ALF staff for feedback
- Participation in an online validation meeting with the ALF staff
- Integration of comments and recommendations from the ALF staff

- Presentation of the first draft of the **second deliverable** (Programme Impact Report) to the ALF staff for feedback
- Participation in an online validation meeting with the ALF staff
- Integration of comments and recommendations from the ALF staff
- **Final Regional Handbook** of 30-40 pages excluding annexes accompanied by a Power Point presentation summarising findings and recommendations to be delivered to the Programme stakeholders (CBOs, ALF, donor etc.)[1]
- **Final Impact Report** of 15-20 pages ready for publication (in English and Arabic)

Deliverables

The expert is expected to deliver the following:

- First draft of the Regional Handbook
- First draft of the Impact Report
- Final Regional Handbook
- Final Impact Report
- A PowerPoint presentation summarising findings and recommendations (in English and Arabic)
- Raw data files (including data collection tools, minutes, and survey results)

Language. The consultant should deliver the deliverables in British English that will not require further language editing.

Target Audience. The products target non-expert audiences in the Euro-Mediterranean region, primarily the donor Agency, ALF member states, and civil society leaders and practitioners. Therefore, the content and language should be tailored to be accessible to all readers.

Timing and Duration

The assignment is scheduled to start on 1st of March 2026 and will span a maximum of 40 days (until not later than 15th of April).

Regional Handbook: The consultant has 10 days to submit the first draft of the Regional Handbook from the signature of the contract. Within one week of receiving the draft, the ALF Secretariat provides written feedback. The consultant then has four working days to submit a revised version.
Impact Report: The consultant has 20 days to submit the first draft of the Impact Report from the signature of the contract. Within one week of receiving the draft, the ALF Secretariat provides written feedback. The consultant then has four working days to submit a revised version.

[1] Modality of presentation (remote or in-person) to be discussed

Reporting

The expert will report directly to the ALF, submitting all written deliverables, in line with the agreed timeline, including the final Regional Handbook, the Impact Report, the PPT, and raw data files, using ALF's standardised templates.

Qualifications and skills:

The ideal expert should possess:

- A minimum of 10 years of experience in community development, social inclusion, grassroots/CBOs empowerment, fighting against social inequalities
- Proven experience in producing practical guides, toolkits, policy papers or similar outputs in the southern Mediterranean region
- Strong understanding of the community development sector and the challenges CBOs face in the targeted countries
- Strong research, interviewing, facilitation, analytical skills, and writing skills
- Familiarity with social equality, inclusivity, and accessibility approaches
- Fluency in **English** and **Arabic** is required, with additional skills in French considered an asset

The expert must be independent and free from any conflicts of interest related to the responsibilities outlined in this ToRs.

Application Process

Interested candidates are required to submit a technical and financial proposals, to ChallengingInequalities@alfsecretariat.org including the following details by no later than 14th of February 2026

A. Technical Proposal:

- A methodology outlining the approach and methodology
- A cover letter outlining the relevant experience related to the assignment
- A comprehensive CV (max. 4 pages) with at least two references
- Examples of similar products previously developed

B. Financial Proposal: A brief financial proposal including the daily rate, with all taxes included. The financial proposal must be submitted in euro and not exceed the 10,000 euro.

Note: The authors must disclose any use of Artificial Intelligence (AI) tools or platforms in the research, development, or drafting of the Regional Handbook. The disclosure should specify the extent and nature of the AI assistance.