

Terms of Reference (ToR)

International consultant to develop a Resource Mobilisation Training Manual and Facilitator's Guide for Civil Society Organisations in South Sudan

1. Introduction

The Civil Society Facility (CSF) for South Sudan is a multi-donor fund established to strengthen the organisational capacity of South Sudanese Civil Society Organisations (CSOs) and increase their effective and sustained engagement with local authorities and decision-makers, so as to identify and jointly address their communities' salient needs and priorities. Ultimately, it is envisaged that a strong civil society will bring positive change in lives and wellbeing of communities/groups.

Support provided by CSF is expected to enable the CSOs to:

- i) Improve their organisational capacity
- ii) Deepen their links with communities and groups that they represent;
- iii) Increase their capacity to engage constructively with authorities and decision makers as well as purposefully engage in policy making processes; and
- iv) Form alliances between themselves and with other actors to work on issues relevant to the needs and priorities of communities/groups.

CSF's approach to capacity strengthening is based on organisational development principles and approaches and is highly participatory, based on the needs of participating partner organisations and focused on organisational and programmatic sustainability. CSF's support to South Sudanese CSOs is based on its partnership principles, which recognise and value the skills, resources, knowledge, and capacities of partner civil society organisations and groups. As such, CSF facilitates and promotes the strengthening of civil society partners' abilities to identify, build on, and address their vulnerabilities, strengths and specific capacity development needs through a process that leads to sustainability. Resource mobilisation is a solid entry point to strengthen organisational capabilities; consequently, a key priority for CSF is to support partner CSOs to strengthen their resource mobilisation capacities to be able to meet the current and future organisational and community needs.

CSF's civil society partners, struggle to raise sufficient resources to deliver on their missions, cover their costs and plan for a sustainable future. To address this challenge, CSOs have undergone a series of short trainings which are usually focused on proposal writing, which has proved to be inadequate. Rather than offering trainings focused specifically on proposal writing, CSF looks at what makes organisations successful in resource

mobilisation and works with partner CSOs to look inward and begin to develop and implement successful resource mobilisation strategies. Further, the organisational capacity assessments (OCA) conducted by CSF revealed that poor access to user-friendly information on resource mobilisation among other themes posed a challenge for the organisational capacity enhancement of our grantees. Within a framework of technical assistance, CSF would like to develop training resources to help our CSO partners develop a more systematic, broader view of resource mobilisation. CSF is therefore, seeking the services of a consultant/firm to develop a training manual accompanied by a facilitator's guide on resource mobilisation that will provide an overview of the wide range of resource mobilisation strategies that CSOs can employ to ensure adequate and sustainable resources. These training resources will be used by facilitators and trainers working with a range of CSOs to strengthen their organisational resource mobilisation capacity.

While the proposed manual will have a component on proposal development it will also provide guidelines on key critical organisational systems that need to be established before any donor can consider funding an organisation. While these resources are aimed at providing a solid foundation for a CSO of any size and capacity level interested in strengthening its overall resource mobilisation strategies and skills, it ought to be appreciated that most of the targeted CSOs are at the emerging stage, working to build their systems and structures and find ways to sustain their critical work.

2. Objectives of this consultancy

One of the key objectives of the CSF project is to make resource mobilisation information easily accessible for CSOs to use as they raise resources to improve their financial sustainability

The specific objective of this consultancy is to develop training resources that offer conceptual and methodological tools to trainers who wish to train civil society organisations in South Sudan on resource mobilisation. The consultant is therefore, expected to develop a training manual which is accompanied by a facilitator's guide. These training materials should outline ways of thinking about resource mobilisation beyond proposal development, along with providing practical tools and approaches to developing and implementing a resourcing strategy.

This manual should be designed to be a reference guide of "how to" strengthen CSOs organisational resource mobilisation capacity, while the facilitator's manual should build the skills of facilitators and trainers working with a range of CSOs to develop practical resource mobilisation plans.

3. Scope of work

CSO staff should receive training on how to develop and operationalise resource mobilisation strategies within their organisations. Focus will be on ensuring the development and operationalisation of these strategies to enhance the programmatic and financial sustainability of CSO. The training manual should, therefore, deliver on this ambition.

Under the overall guidance of the CSF team leader and under the direct supervision of CSF's Capacity Building /M&E Coordinator, the international consultant will undertake the tasks described below.

- i) Conduct initial consultation with the CSF team to clarify objectives, process and expected outcomes of the assignment. In this initial meeting CSF team will also clarify the profile of the users of these training resources. The manual will be used by CSOs that have varying degrees and levels of resource mobilisation capacities and readiness. Hence, language and approach of the training manual should fit the specific needs, objectives, and target users.
- ii) Hold consultative session with pre-selected local resource persons familiar with the donor landscape and philanthropic environment in South Sudan .The local resource persons will provide an overview of the local resource mobilisation context, including donor trends, challenges and opportunities, and if possible, share stories of success that can be used as case studies in the manual.
- iii) Undertake desk review of existing training manuals and best practices on resource mobilisation for CSOs, to inform the consultancy process
- iv) Propose outline of the content of the training manual clearly delineating the different modules. At a minimum, the training manual will cover the following areas:
 - Introduction to Resource Mobilization
 - Resource mobilisation concepts and strategies
 - Resource mobilisation principles and practices
 - Elements of resource mobilisation
 - What an organisation needs before it can begin to think about fundraising
 - Resource Mobilization Planning
 - Strategic plan and resource mobilisation
 - Resource mobilisation strategy
 - Resource mobilisation action plan- Resource mobilisation action plan guidelines and sample
 - Tools and templates used for planning and implementing resource mobilisation. E.g. donor grid, criteria for donor assessment, donor expectations, donor cultivation guidelines, strategic networking guidelines, resource mobilisation checklist, resource mobilisation system systems checklist
 - Fundraising
 - Current funding environment for CSOs
 - The funding cycle- critical steps for successful fundraising
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 - Factors and conditions for successful fundraising
 - Overview of Proposal Writing
 - Proposal writing in grants mobilisation
 - Understanding donors' requirements
 - Proposal formats
 - Project development and proposal Writing
 - Components of a Project Proposal

Each section will highlight key messages and provide practical tips, questions for reflections and reference tools to assist in implementation. Case studies illustrating good practices and lessons learnt should be reflected throughout the text. In addition, it is worth noting that for any of the strategies suggested, there are likely to be dedicated training resources already available. The consultant should also provide a list of resources available as well as weblinks to core reference materials at the end of each module.

The training manual should have an annex, which includes other sources of information on funding for CSOs, relevant documentation to enhance knowledge on how to access certain funds and resources to obtain additional technical support in various areas, such as on writing project proposals for specific donors.

- v) Review inputs and feedback from CSF and local resource persons, including details of their experience and adapt the training manual for the national context
- vi) Design the final versions of the training manual accompanied by a facilitator's guide which includes training objectives, content, methodologies, timing, guides, tools, exercises and case studies to be used per module, in accordance to the standard acceptable to CSF.
- vii) The consultant will manage the process and respond to feedback from CSF team on the developed training manual and facilitator's guide.

1. Methodology

The parameters outlined in the ToR should be taken as indicative and the consultant is expected to determine the appropriate approach. The content is expected to be intentionally broad, as the training program is intended to both encourage the participants to think critically about what an organisation needs to do in order to be successful in resource mobilisation, and to think practically about how it is applicable to their own work. Overall, the training sessions will be developed to have a mix of conceptual and practical aspects through sections that are organised around an introduction to the overall approach, deeper examination of a specific concept, a practical exercise, and then space for reflection.

At a minimum, the training resources will:

- (i) Define and explain key concepts relating to various modules in a simple and practical manner
- (ii) Provide practical examples, cases and success stories to illustrate the various concepts in the manual. To the extent possible examples will be drawn from the South Sudanese or similar contexts
- (iii) Provide relevant tools to be used for various activities under each module
- (iv) Provide a detailed instruction on practical application of each of the presented tools
- (v) Be written in an interactive and inspiring way so that it encourages reflection, learning culture and dialogue

(include discussion questions at the end of each chapter)

The training sessions should also be designed in such a way that, they cumulative in the sense that the final day should be designed to pull together all the lessons learned and apply them toward a concrete action plan for organisational change.

The training manual should be designed in an interactive manner, with exercises adapted to fit a diverse level of knowledge from the CSO participants.

It is expected that the elaboration of the detailed content of the training manual and facilitators guide will be finalised in close cooperation with the local resource persons and CSF team. The consultant will work remotely but with regular engagement with the CSF team.

5. Duration of the consultancy, start date and work plan

The time foreseen for this consultancy is 25 working days. The consultant is expected to present their work plan and methodology to CSF for approval prior to embarking on the task.

The consultancy should be carried out during the period from 7th December 2020 to 31 January 2021.

The consultant should take into account that the staff of the CSF programme are not in the office in the period from 15 December to 8 January.

Deliverable	No. Of Days
Inception meeting with CSF to clarify objectives and present work plan and methodology	1/2 day
Initial consultative meeting with national consultants	1/2 day
Desk review of relevant materials on Resource mobilisation	2 days
Drafting training manual and facilitators guide	15 days
Receiving inputs from CSF on the draft training manual and facilitators guide	2 days
Submission of final training manual and facilitators guide	5 days
Total	25 days

6. Roles and Responsibilities

CSF Responsibilities

- Identify local resource persons who will participate in this task, take them through the ToR and discuss their roles in the process of developing the training resources
- Introduce the local resource persons and international consultant(s) to each other
- Coordinate the initial consultative meeting between the international consultant and local resource persons and participate in this meeting
- Provide information on existing documents upon request
- Approve final versions of deliverables and make payments accordingly
- Be available for interviews, clarifications, etc.
- Review drafts of required deliverables and suggest necessary changes.
- Timely review and approval of documents presented by consultants including work plan, training materials, reports

Consultant Responsibilities

- Timely submission of the work plan of the assignment including detailed content of the training manual and facilitator's guide

- Coordinate the development of the training manual and facilitators guide with local resource persons and ensure their inputs and insights are included in the training resources
- Timely submission of the draft training manual with facilitators guide for feedback and comments
- Timely submission of final version of training manual and facilitators guide, with integrated feedback from local resource persons and CSF team.

7. Deliverables

- Work plan of the assignment including detailed content of the training manual and facilitators guide
- Draft training manual with facilitators guide
- Final version of training manual and facilitators guide that meet the standards articulated in the Terms of Reference
- Should there be a presentation, going through the manual and the trainers guide?

8. Essential Qualifications and Experience

- Preferably a master's degree in social sciences or any other related discipline
- Proven and substantial experience designing and developing training manuals to finalised status, or materials of similar kind;
- At least ten years' experience in the field of resource mobilisation, preferably in the context of Civil Society in protracted crises;
- Excellent understanding of global trends in funding and its impact on CSOs in Africa and particularly in South Sudan
- At least ten years of experience in conducting trainings.
- Good knowledge and understanding of the environment and donor landscape in South Sudan
- Excellent drafting skills
- Excellence in the English language, both written and oral, required.
- Experience in translating complex ideas and subject matters into practical and simple terms
- Demonstrates strong oral and written communication skills.
- Ability to work remotely in an independent, responsible, and timely way.
- Responds positively to constructive feedback and differing points of view. Multiple drafts might be needed before final release
- Fully available for the entire period of this assignment

9. Application procedure

Both consultancy firms and individuals are encouraged to apply. Applications must be in English and entail the following:

(i) Letter of intent and availability

(ii) Concept note paper containing methodological approach to the training manual and facilitator's guide and

their respective outlines

(iii) Proposed estimated budget for the assignment. Please note that the entire assignment will be conducted remotely so no travel is anticipated.

(iv) Consultant's CV (not more than 4 pages)

(v) 3 references from similar assignments

You are requested to submit your application by 4th December,2020 to ira.sangar@mottmac.com, judi.otieno@csfsouthsudan.org and hakim.jumason@csfsouthsudan.org.