



Terms of Reference (ToR)

Engagement of individual consultants or firm(s) to train Civil Society Organisations on Fundraising and Resource Mobilization (RM) in Bor, Torit, Rumbek, Yambio, Wau and Aweil.

1. Introduction

The Civil Society Facility (CSF) for South Sudan is a multi-year fund established to strengthen the organisational capacity of South Sudanese Civil Society Organizations (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 to the lives and wellbeing of communities and groups. The second phase of the facility is funded by the government of the Netherlands through the Ministry of Foreign Affairs and managed by Mott MacDonald (MM).

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.

2. Background

Like organisations everywhere in the world, CSF supported civil society organisations struggle to raise sufficient funds to fulfill their missions, cover their expenses, and plan for a sustainable future. In order to address this difficulty, most CSOs have received a succession of brief trainings that have been centered on proposal writing but these were not sufficient to address the structural issue of shortage of funds. Instead, CSF examines what makes institutions successful in resource mobilisation and works with partner CSOs to look inward and begin to develop and implement successful resource mobilisation strategies, as opposed to offering one-off proposal writing trainings. In addition, the CSF's organisational capacity assessments (OCA) revealed that the grantees' organisational capacity enhancement was hindered by a lack of user-friendly information on resource mobilisation and related topics.

Within the context of technical assistance, CSF developed training materials, including a resource mobilisation manual with facilitators guide, to assist the CSO partners in adopting a more systematic and comprehensive perspective on resource mobilisation.

Therefore, CSF is seeking the services of consultant(s) or firm(s) to train the CSOs on fundraising and resource mobilisation using the resource mobilisation training manual and facilitator's guide that were developed under the CSF programme..

The consultants will work with 25 CSOs in the locations of Bor (6 CSOs), Torit (2 CSOs), Rumbek (5 CSOs), Yambio (5 CSOs), Wau (3 CSOs) and Aweil (4 CSOs) to strengthen their organisational resource mobilisation capacities.

3. Objectives of this consultancy

- Using the resource mobilisation manual and facilitation guide developed by CSF, design and implement fundraising and resource mobilisation training for CSO staff in order to increase their resource mobilisation capacity and the development and maintenance of national, international and regional partnerships.
- Using the resource mobilisation manual developed by CSF, develop a context-specific resource mobilisation plan for individual CSOs based on their objectives and priorities, including an overview of the situation, a critical analysis of the current fundraising experiences, an exploration of future fundraising opportunities and strategies, and a time-bound action plan (with key responsible focal points) to systematically research and raise funds for the individual CSO's mandates and priorities.

4. Scope of work

The personnel of CSOs should be trained on how to devise and implement resource mobilisation strategies within their organisations. Focus will be placed on assuring the development and implementation of these strategies to improve the CSO's programmatic and financial sustainability.

Under the overall guidance of the CSF Team Leader and Strategic Advisor, the consultant(s) 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 CSOs and provide the list of CSOs to the consultants.
- ii) Undertake desk review of the existing resource mobilisation training manual and facilitators guide and best practices on resource mobilisation for CSOs, to inform the design of the training.
- iii) Develop an inception report detailing the methodology.

5. Methodology

To increase the relevance of the content for the participants, the consultant (s) should adopt participatory training approaches that include mentoring and coaching to encourage active participation among the participants.. In addition, participants will be encouraged to use examples pertinent to their own work. This will



M

M

enable them to implement the training methods efficiently and effectively in their efforts for resource mobilisation, thereby augmenting the effectiveness and sustainability of the training efforts.

Overall, the training sessions will be based on the current Resource Mobilisation Manual and Facilitators Guide and include 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.

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

The time foreseen for this consultancy is between May and June 2023. The consultant (s) is expected to present their work plan and budget together with the application. The training is expected to take 7 days per location, including mentoring and coaching. The constant(s) can choose to apply either for all the locations or to specific locations depending on available capacity.

7. Roles and Responsibilities

CSF Responsibilities

- Identify the consultants, take them through the ToR and discuss their roles in the process
- Provide information on existing documents including the resource mobilisation manual and the facilitators guide and the list of CSOs targeted
- Approve final versions of deliverables and make payments accordingly
- Review drafts of required deliverables and suggest necessary changes.
- Timely review and approval of documents presented by consultants including work plan, training materials and reports

Consultant Responsibilities

- Timely submission of the work plan of the assignment including detailed content of the training
- Timely submission of the draft training report for feedback and comments
- Timely submission of final version of training report, with feedback CSF team.

8. Deliverables

- Inception report including work plan and power point presentation of the training course and training materials customized to CSO partners
- Resource Mobilisation plans for individual CSOs, including an action plan that outlines clear time lines for the implementation.
- Draft training report
- Final version of training report.



M
M
MOTT
MACDONALD

9. Required Qualifications and Experience

- An advanced university degree in business administration, accounting, international, public relations, social sciences, or related field
- At least 10 years' experience in the development sector, especially in fundraising and resource mobilization including proposal and report writing as well as experience in delivering training programs in the required field of specialization
- Deep understanding and knowledge of CSOs social, economic and political context in South Sudan
- Experience in designing and training for CSOs in South Sudan
- Excellence in the English and Arabic languages, both written and oral, required.

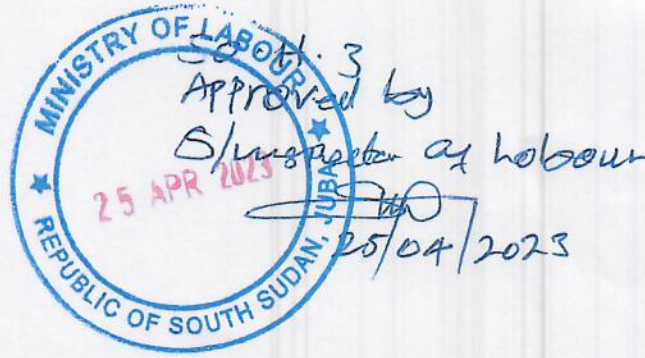
10. Application procedure

You are requested to submit your application by 8th May, 2023 to hakim.jumason@csfsouthsudan.org, judi.otieno@csfsouthsudan.org and henry.muni@csfsouthsudan.org

M M
MOTT
MACDONALD



M
MOTT
MACDONALD



**Civil Society
Facility**
Supporting communities

Terms of Reference (ToR)

National consultant to support an International consultant to develop a Board Strengthening and Leadership 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-year fund established to strengthen the organisational capacity of South Sudanese Civil Society Organizations (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 to the lives and wellbeing of communities and groups. The second phase of the facility is funded by the government of the Netherlands through the Ministry of Foreign Affairs and managed by Mott MacDonald (MM).

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.

2. Background

Most CSOs suffer from excessively centralised leadership in which authority is kept by one or a few people; founder syndrome, which manifests as the longevity and sometimes permanence of founding members; and leadership that does not come from a diverse range of backgrounds. CSF conducted organisational capacity assessments for their selected CSOs partners to identify specific capacity building needs. The results of the reviews highlighted that leadership and governance was found to be weak across partners. In light of this, capacity development of CSO Board and Leadership were identified as a priority capacity building areas by CSF, hence the need to develop a Board Strengthening and Leadership Training Manual and Facilitator's Guide for CSOs in South Sudan.

The training will basically target CSO board members as well senior members of management or the executive. While board members have a focus on governance and visioning for the organisation, the management focuses on "operationalising" the strategic direction as visioned by the board. They therefore exercise leadership at different levels and are accountable to each other.

M

M

The CSF intends to incorporate Board Strengthening and Leadership Training into a longer-term initiative for capacity development that will include coaching mentorship, coaching, and refresher training. CSF will value suggestions regarding potential follow-up capacity development actions in the manual.

3. Objectives of this consultancy

- In collaboration with the international consultant, the national consultant will ensure that CSF' Board Strengthening and Leadership Training Manual and Facilitator's are developed and adapted to the local context.
- Ensure the training manual and guide for trainers include solid methodological techniques for bolstering civil society organisational capabilities.
- Role plays, case studies, simulations, and other structured experiences that have been successful in South Sudan should be incorporated into the manual and the facilitator guide.

4. Scope of work

CSO board members and other high-ranking members of management or the executive team are the intended participants in this course. It is assumed that although the board is concerned with the organisation's governance and vision, management is more concerned with "operationalising" the strategic direction set by the board. As a result, they provide leadership at various tiers and hold each other to account.

Under the overall guidance of the CSF Team Leader and Strategic Advisor, the national consultant with support from the international consultant will undertake the tasks described below.

- i) Conduct initial consultation with the CSF team and the international consultant 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 local national consultant will, where possible, share stories of success in CSO governance that can be used as case studies in the manual.
- ii) Undertake desk review of existing training manuals and best practices on board development and strengthening for effective governance of CSOs, to inform the consultancy process
- iii) Together with the international consultant, conduct a desk review of existing training manuals and best practices on board development and strengthening for effective governance of CSOs in order to inform the consulting process.
- iv) In collaboration with the international consultant, review inputs and feedback from CSF , including details of their experience and adapt the training manual for the national context
- v) In collaboration with the international consultant 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.

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



M

MOTT

M

Deliverable	No. Of Days
Initial consultative meeting with the international consultant and inception meeting with CSF to describe objectives and propose work plan and methodology.	2 days
In collaboration with the international consultant conduct desk review of relevant materials on Board Strengthening and Leadership. Drafting training manual and facilitators guide	10 days
Incorporating inputs from CSF into the draft training manual and facilitators guide in collaboration with the international consultant.	3 days
Total	15 days

6. Required Qualifications and Experience

- Preferably a master's degree in social sciences or any other related discipline
- At least 5 years of experience in the leading the training and establishment of governance boards, capacity building of board of member on their governance role.
- Demonstrable experience in developing high quality training manuals specifically in the board members on governance and leadership area;
- Experience in designing and training on CSOs/NGOs board of members on governance;
- Knowledge of policies and legal frameworks; guiding the formation and role of board members in CSOs in South Sudan
- Excellence in the English and Arabic languages, both written and oral, required.

7. Application procedure

You are requested to submit your application by 8th May, 2023 to hakim.jumason@csfsouthsudan.org and judi.otieno@csfsouthsudan.org and henry.muni@csfsouthsudan.org



M
M
MOTT
MACDONALD