



TERMS OF REFERENCE TO PROVIDE TRAINING ON DEVELOPMENT FACILITATION & RESILIENCE PROGRAMMING FOR FRONTLINE STAFF – SOMALIA

Somalia Resilience Program (SomRep) – Nairobi, Kenya.

1.0 Background

The Somalia Resilience Program (SomRep) is an ambitious approach to tackle the challenge of recurrent droughts—and the chronic vulnerability among pastoralists, agro-pastoralists, and peri-urban households in Somalia. SomRep is being implemented through a consortium of 7 INGOs (ACF, ADRA, CARE, COOPI, DRC, Oxfam and WVI) with the Technical Unit housed under World Vision Somalia for coordination and provision of technical support/direction to the program. These seven international organizations have experience in Somalia and jointly aim to build resilient households and communities across Somaliland, Puntland and South-Central Somalia using their own potential and abilities other than depending hand-outs. This approach was adopted to foster synergies on approaches and best practices by different members to better support the communities.

The five-year multi-sectoral initiative started in March 2013 targeting over 70,000 households (agro-pastoral, pastoral and Peri-urban) across 23 districts in Somalia. Currently the districts with on-going interventions includes: Dollow, BeletHawa and Luuq in Gedo Region of South Central Somali; then Odweyne, Badan, Erigavo and Las Anood in Somaliland; Afgoye, Baidoa and Elbarde in South Central Somalia and finally Eryl in Puntland among others with the following overall objective and results:

Overall Objective	To increase the resilience of chronically vulnerable people, communities and systems in targeted pastoral, agro-pastoral and peri-urban livelihood zones.
Expected Results	<ol style="list-style-type: none"> 1. Improved adaptive capacity of individuals HHs and communities through support to livelihood diversification, and improved access to markets, financial services, and basic livelihood services 2. Improved absorptive capacity of HHs and communities through collective action in support of effective disaster risk management, adoption of positive coping strategies and improved access to formal and informal safety nets 3. Eco-system health improved through promotion of equitable and sustainable natural resource management. 4. Transformative capacity improved through support to greater coordination of community based governance structures in livelihoods, DRR, conflict mitigation and natural resource management 5. Program learning and research generated and shared among relevant stakeholders (including communities, NGOs, and government)

2.0 Program Implementation Approach

For years Somalia has been subjected to emergencies calling for humanitarian emergency response program. As expected, humanitarian programming is characterized by limited community participation in assessment, rapid response to serve lives, short term interventions, limited/lack of involvement of local communities, limited/lack of ability to build on local capacities/opportunities/practices, more top down, focus on serving than changing lives, inappropriate interventions to community needs, donor driven, creates dependence, limited governance, no local ownership, and results not sustainable among other factors. This comes mainly because of emergency nature of interventions. On the other hand resilience programming is supposed to be the opposite of the foresaid characteristics. Its long term, context specific, multi-sectoral planning/funding/implementation. It also emphasizes on adaptive management (revise activities to accommodate emerging issues), deeper analysis which is community driven assessment to unlock context-specific solutions and strengthens local ability to self-organize and act inclusively. Facilitates formal and informal governance structures formation and functionality to manage effects of shock. Finally, resilience programming uses diverse set of approaches like disaster risk reduction and preparedness, sustainable livelihoods approach, private sector role to drive livelihoods and how to support social protection and emergency response (Crisis modifier interventions). The consortium program interventions are now in fifth year of implementation. In line with the resilience program implementation approach, each grant starts with community entry process and/or Community Vulnerability Assessment (CVA) that involve creating awareness about the program and needs assessment using Participatory Rural Appraisal (PRA) tools. This is followed by development of community action plans (CAP) and program plans which helps communities to articulate the needs/gaps, potential activities to address these and what each stakeholder would contribute towards each activity. In addition, this process also provides training needs for frontline staff who were capacitated in agro-pastoral, pastoral and peri-urban related sector subjects for them to support communities effectively.

3.0 The need for the Training

Each agency recruits staff responsible for implementation of SomRep related programs in collaboration with local government administration (where available), clan leaders and other stakeholders targeting most vulnerable households and communities affected by drought and other related shocks in agro-pastoral, pastoral and peri-urban communities. Each agency has frontline technical officers facilitating the program implementation under the leadership of program managers in respective agencies.

To support the staff, they were trained in technical areas such Good Agricultural Practices, Community Animal Health services, Village Savings and Loans, Community based disaster risk reduction management etc to improve their technical skills in anticipation this could result in effective facilitation which could not in some cases mainly because:

- Difficulties to get qualified frontline staff with requisite skills, experience and knowledge in effective development facilitation
- Most available frontline staff have long experience working in emergencies where the practices are more on distribution of materials and services and needs mindset change
- Staff and beneficiary quest for quick results
- Staff Lack of skills in adult learning – emphasis on teacher student teaching/learning model

- Inability by facilitator to address bottlenecks to adoption of improved practices using creative/innovative ways in relation to the context
- Limited ability and skills to motivate beneficiaries to take charge of program interventions which would lead to ownership of the program
- Relief mindset among beneficiaries due to protracted emergencies - they still want to receive free things instead of contributing towards program interventions. They always ask what have you brought us or what are you giving us?
- Inability by facilitators to identify existing positive opportunities, practices and knowledge on which to build upon to enhance the workability of resilience interventions
- Staff limited facilitation skills on how to organize beneficiaries into functioning groups that can become foundation for civil society groups (CBOs, Cooperatives etc)
- Clan dynamics - major clans dominating decisions while the minority have little say
- Domination by Village chiefs in Civil Society groups or beneficiary groups whose word is final and limits members contribution/participation
- Limited or low motivation by Civil Society groups or beneficiary group members some of whom join with wrong motives
- Absence of government and limited organized private sector that can provide effective support to beneficiary groups.
- Many elite people (business and working) and private sector desiring to exploit the rural poor.
- Insecurity that limits how long Facilitators can stay in villages to engage/interact with communities as part of facilitation process to build trust and learn more about environment.

It is clear there are gaps in facilitators' capacity to engage communities in innovative and creative facilitation that would help bring the needed mindset change, confidence and motivation among benefiting community by shifting away from relief programming and start embracing the resilience/long term programming principles. Unless this is addressed by having facilitators equipped with effective facilitation skills and practices that takes into account local context, community participation in own development will continue to be limited. Therefore, innovative, creative and effective development facilitation is one of the essential element to bring needed mindset change among facilitators and benefiting communities from relief/emergency to resilience programming if they are to improve their ability to adapt, absorb and transform against shocks in a sustainable manner. This requires multiple skills and competencies like facilitation, participatory methodologies, negotiations, adult learning organizational development among others

4.0 Objective

- To train frontline staff in innovative, creative and effective development skills that would help to contribute to bringing the needed confidence, motivation and mindset change among beneficiary-communities to start embracing resilience programming which requires active and full participation of beneficiaries for the needed resilience to shocks
- To train participants on how to establish and run well organized and strong civil society or beneficiary groups that function effectively in fragile context.

5.0 Scope of Work or Specific Tasks expected to be done will include:

- Develop and provide effective Field Training Guide materials on development facilitation and Development of Beneficiary groups/Civil Society for the participants
- Participants understand the definition of community development facilitation
- To equip participants with knowledge, skills and practices to Participatory techniques and practices
- Enhance participants' understanding on the rationale for participatory methods in facilitating community development (how this contributes beneficiary/community ownership and sustainability of program interventions)
- Support participants to understand and practice adult learning
- Help Participants acquire skills necessary for supporting the organizational development and functioning processes of the local level institutions e.g beneficiary groups, CBOs, Religious, cooperatives, etc
- Train staff on how to build on existing community structures/groups or systems (village councils, Sector committees and DRR committees, Xeer & Nabad-doons, Auyuto & Hagbad)
- To improve participants' knowledge tools for project management
- Train staff on the role beneficiaries in project planning, implementation, operation and management.
- Demonstrate to participants how to influence beneficiaries for them to start thinking resilience program principles
- Demonstrate how to quickly establish and maintain trust and effective relationship with beneficiaries in order to win their support which enables one to achieve program results
- Demonstrate to trainees innovative and interactive practical exercises with feedback and coaching on relevant skills and processes and discussion exercises and application of reinforcement tools
- Conduct evaluation of the training, assess objectives achievements and document lesson learnt.
- Compile the training report

6.0 Target participants

The plan is to have 20 – 30 frontline staff attending this training which includes project officers/assistants and program managers from South Central Somalia SomRep program areas. These are people involved in day to day implementation of activities at the community level that involves coordinating meetings, beneficiary organization, coordinating activities with other stakeholders, facilitating trainings and monitoring among others. Most of these have academic qualifications in agriculture, veterinary, Natural Resource Management, accounting, education, business management and high school certificates. They are involved in supporting promotion of agricultures, Villages Savings/loans, IGAs/business development, Vocational skills training, CBDRM, natural resource management (soils/water/forestry) and livestock/animal services.

7.0 Expected Outputs

- Develop inception report outlining methodology/approach, program content before starting the training

- Provide participants with simplified resource/training material/manual on Development facilitation concepts, principles, process and applications in community development which should be given during training sessions
- A Hard and soft copies of the Field guidance on Potential Good Practices that would lead to development/strengthening of CBOs and Civil Society groups in fragile context of South Central Somalia
- Deliver the training for 10 days
- A post-evaluation training evaluation conducted after the training.
- A hard and soft copy of the final report on the training including planning, methodology, delivery and observations/issues made during the training plus recommended action points in 2 weeks after the training
- Clear plan of action by the participants to guide them in training beneficiaries after this TOT.

8.0 Roles and Responsibilities

CARE/Coopi/DRC-SomReP will

- Provide materials documentation for review if needed.
- Schedule meetings with partners or SomReP staff upon request by the consultant if needed
- Facilitate the consortium members' participation in the training including invitations, venue and meals during training.
- Pay the consultancy fee.
- Facilitate the consultant's travel from base to the field and back after the end of the contract (including airport tax), food and accommodation.
- Facilitate transport and security escort to and fro the villages where field visit will be done for practices.
- Provide the venue, LCDs, flip charts, note pads, colored paper, felt pens, markers, colored markers, and stationery for the training of CARE/DRC/Coopi staff and handouts.
- Printing and Binding participants' manuals.
- Make comments on draft training report to the consultant for incorporation in the final report
- Make comments on Field Training Guide on Development Facilitation
- Make comments on Field Guide for developing/strengthening of CBOs and Civil Society groups in fragile context of South Central Somalia.

The Consultant will;

- Provide an inception report detailing: introduction/objective, methodology/approaches of training, scoping of the work, schedule of training& financial plan.
- Facilitate training of SomRep staff on Development Facilitation and Resilience programming
- Provide a final report of the Development Facilitation Training which includes evaluation of the training and comments from SomRep TU.
- Provide a Field Guide on Effective Development Facilitation

- Provide Field guide/manual on development/strengthening of CBOs and Civil Society groups in fragile context of South Central Somalia
- The consultant will be responsible for their income tax and/or insurance during the assignment. Also cater for their own visa and travel documents.
- Provide certificates to participants at the end of the training.
- Prepare workshop materials - Facilitation guidebook and/or binder with all related handouts and other materials;

9.0 Methodology

The training is intended to make use of a range of participatory methodologies where the learner is fully involved in the training. Practical sessions especially on the PLA tools, facilitation skills and adult learning are highly recommended. The training will run for 10 days for both classroom teaching for each of the phase/module and Field demonstrations/coaching. The consultant is expected to organise three sessions to cover 3 of the course modules while one of the module on project cycle management will be facilitated by SomRep Technical Unit.

Consultant to explore use of role plays or simulations, audio aids, visual aids, field exercises, interactive exercises to support and reinforce the course content and objectives;

The workshop will be highly participatory and practical, focusing on techniques, tools and tips of training management, with participants themselves designing, delivering and critiquing presentations

10.0 Modules to be covered during the workshop

Below is a breakdown of the main course modules expected to be covered in the course. The consultant will however have to breakdown the modules to specific topics and is free to add any other necessary to make the course achieve the target

- Participatory development techniques
- Project Cycle Management(This will be facilitated by SomRep TU)
- Organizational development and CBO management
- Facilitation and negotiation skills

11.0 Proposed Time Frame for the Training Consultancy

The training consultancy will take approximately **20 days** excluding travel days during which the following will be done:-writing inception, developing training materials/manual/guides, , conducting staff training, writing the training report and drafting the Field Guide/Manual on Development Facilitation and Beneficiary Organization Development for Fragile Context.

Days	# of Days	Activity	Location	Responsible
Day 1 - 4	5	Develop training inception report Prepare training materials on Development Facilitation and Organizational development		Consultant
Day 5	0	Travel to Dollow/Baidoa - Flight	Dollow/Baidoa	Muhsin /Bulle

Day 6 - 15	10	Training staff on Development Facilitation and Oreganizational development)	Dollow/Baioda	Consultant
Day 16	0	Return to Nairobi	Dollow/Baiodoa	Bulle/Muhsin
Day 17 - 20	4	Drafting Training report and Field Guide on Community Development Facilitation & Organizational Development	Nairobi	Consultant
Day 21	1	Incorporate comments from SomRep	Nairobi	Consultants

12.0 Qualification for the Consultancy

- At minimum a Bachelors' degree in literature, anthropology, sociology, development or a relevant discipline
- Established Firms with individuals having or Individuals with similar qualification and have a permanent/established Office Premises.
- Have more than 3 years' experience in Community Development work
- Proven or demonstrated field experience in training staff/communities in Community Development facilitation
- Demonstrated capacity and ability to mentor and coach frontline
- Excellent command of spoken and written English
- Has understanding and experience of Somalia context
- Knowledge of Somali language would be added advantage

Requirements:

Qualified and interested parties are asked to submit the following;

Letter of interest in submission of a proposal

A detailed technical proposal clearly demonstrating a thorough understanding of this ToR and including but not limited to the following;

- Consultant/Company Profile
- Description of the Methodology and Sample Size Determination
- Demonstrated previous experience in similar assignments and qualifications outlined in this ToR (with submission of at least two most recent reports)
- Proposed data management plan (collection, processing and analysis).
- Proposed timeframe detailing activities and a work plan.
- Team composition and level of effort of each proposed team member (include CVs of each team member).

A financial proposal with a detailed breakdown of costs for the study quoted in United States dollars.

Note:

As part of the Consultant selection process, the best candidates will be requested to prepare draft inception report and make a presentation of the same to the SomReP Technical Team to inform the final decision on award of the Contract.

Applications should be submitted electronically to: mailto:somo_supplychain@wvi.org on or before **Thursday the 21st June 2018 at 16:00 Hours East African Time**, with attachments in pdf and a subject line: **“Request for Proposals to PROVIDE TRAINING ON DEVELOPMENT FACILITATION & RESILIENCE PROGRAMMING FOR FRONTLINE STAFF – SOMALIA”**

Provision of Taxation as per the Kenya Revenue Authority on Technical Fees:

A 5% withholding tax is levied on the payment of technical services fees (as well as professional and management fees) where the services are provided by a resident/resident firm in Kenya.

The rate is 20% where the service provider is a non-resident/non-resident firm, unless an applicable tax treaty provides otherwise.

Consultant firms must be able to demonstrate their tax compliance status at the time of bidding for this assignment as WVS will only engage with tax compliant individuals/firms

The proposal that complies with all the requirements, meets all the evaluation criteria and offers the best value for money shall be selected and awarded the contract. Any offer that does not meet the requirements shall be rejected.