TERMS OF REFERENCE

CSO Capacity Building Consultant

Rwanda

<table>
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<tr>
<th>Type of Contract: Consultancy</th>
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<tr>
<td>Location: Kigali, Rwanda</td>
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<td>Duration of Consultancy: Eleven (11) weeks</td>
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<td>Start Date: 18 January 2016</td>
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1. Background

RCN Justice & Démocratie (RCN J&D) is a Belgian non-governmental organization (NGO) founded in 1994 in the aftermath of the Rwandan genocide. It aims to ensure the respect of the fundamental rights of each individual, in particular the right to justice and the rights enshrined in international human rights conventions. In the wake of the genocide, RCN J&D supported the reconstruction of the Rwandan justice system. Recently its programme has focused on strengthening the demand-side and supply-side of the justice sector by building the capacity of relevant actors (including CSOs, Abunzi, MAJ Agents, and Executive Secretaries) and by raising awareness amongst Rwandan citizens of basic rights, in particular women’s land rights, and how to claim them through appropriate justice services.

In August 2015, RCN J&D began a new 41 month project funded by the Swedish International Development Agency (Sida) – represented by the Swedish Embassy in Rwanda – in five districts which will build upon previous work. The project, entitled Strengthening Proximity Justice in Rwanda (SPJR) has three main strands:

1) Building the capacity of Justice Sector Actors (e.g. the Abunzi and the MAJ).
2) Building the capacity of CSOs, particularly those involved in the justice sector.
3) Public awareness on basic rights and how to claim them using radio, theatre, IEC materials and community dialogues.

Regarding the 2nd strand of the SPJR project (building the capacity of CSOs) RCN J&D will provide three implementing CSO partners with financial support to cover project and administration salaries and direct and in-direct costs, over a period of 36 months. RCN J&D will provide training to enable the partners to implement activities on its behalf, the mains ones being to deliver 210 community dialogues on basic rights and how to claim them, and seven dialogues amongst CSOs on the role of civil society in Rwanda. RCN J&D will also engage different consultants to work closely with the CSOs and help identify and address their institutional capacity weaknesses.
2. Justification

To begin the process of building the institutional capacity of the three CSO implementing partners, RCN J&D will engage a consultant on an eleven-week contract to work closely with three CSO partners in Rwanda to identify institutional capacity gaps, build and deliver a series of tailored training courses, and provide one-on-one support, to respond to the identified needs.

3. Purpose of the Consultancy

The overall purpose of the consultancy is to build sustainable institutional capacity in three CSO partners according to needs identified by/with the CSOs. The main objectives are:

   i. **Build the capacity of three CSOs in Rwanda.** The consultant will conduct a capacity assessment, identify the specific institutional capacity building needs of each CSO, and develop and deliver a nine-week programme of training and one-on-one support to respond to identified needs.

   ii. **Measure changes of capacity in the CSOs.** For RCN J&D’s support to its CSO partners to be considered a success it is important to measure concrete improvements in the capacity of the partners.

   iii. **Develop a capacity building plan to cover three years (2016-18).** Over the course of three years RCN J&D will continue to provide support in the form of technical consultants to address specific capacity weaknesses for 5-days per CSO every 6 months. To guide this future work the CSO Capacity Building Consultant will develop a plan which RCN J&D can use to identify the subjects which the CSOs will need help with in the future (and associated technical skills required by consultants who will provide the necessary support to them).

4. Approach and Methodology

   **Phase 1 – Preparation (2 days):**
   Review relevant documentation and meet with RCN J&D staff to allow the consultant to refine their plan and prepare for delivery.

   **Phase 2 – Meet with the CSOs, assess needs and plan how to address them (5 days):**
   Each CSO partner is facing challenges, some different, some the same. The consultant will need to work individually to assess what are the priority needs at each CSO in terms of reinforcing institutional capacity, including considering the support each CSO has received/will receive from other partners. After the needs have been identified (in consultation with other donor partners of the CSO) the consultant will develop a plan to provide training and support to each partner to address them. Where both partners are assessed to have similar needs (e.g. improving reporting) the consultant may design trainings and workshops which will involve both partners. Where the needs are specific to only one CSO the consultant may take a one-on-one approach with the partner, however it is expected that the consultant will divide his/her time evenly between the three partners.
Phase 3 – Create and deliver training courses and one-on-one capacity building support based on identified needs (9 weeks):
During this phase the consultant will develop and deliver training courses/workshops according to the plan developed in phase 2. A budget is available to cover the costs of trainings and workshops organised by the consultant. The consultant will be expected to work closely with each CSO over this period to better understand their needs and to provide one-on-one support when appropriate.

Phase 4 – Develop a capacity building plan to cover 2016-18 (3 days):
During the final phase of the consultancy the CSO Capacity Building Consultant will develop a tailored strategic capacity building plan to cover 2016-2018. This plan will be used as a basis for RCN J&D to identify other technical consultants (e.g. finance specialists, IT technicians etc) needed to build the capacity of the CSOs over a period of three years, with each CSO receiving 5-days support from a consultant every 6 months.

5. Proposed Timeframe and Deliverables

A suggested timetable for the work is given below, however the consultant is expected to submit with their proposal for the contract a timetable based on their knowledge of the requirements and methodology they will adopt.

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<th>Phases</th>
<th>Time frame</th>
<th>Task and Deliverables</th>
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| Phase 1 | 2 days     | • Review documentation given by RCN.  
                        • Conduct interviews with RCN J&D staff |
| Phase 2 | 5 days     | • Conduct interviews with CSO staff  
                        • Conduct a capacity assessment for each organisation  
                        • Needs identification with CSOs based on capacity assessment in coordination with other donor partners of the CSO  
                        • Develop a training plan to address needs to cover Phase 3 |
| Phase 3 | 9 weeks    | • Develop bespoke training materials  
                        • Deliver training courses, workshops and one-on-one support as per training plan (at least 3 week-long trainings for each CSO or equivalent)  
                        • Submit training reports including follow-up actions / support  
                        • Measure changes in capacity |
| Phase 4 | 3 days     | • Develop a plan to cover 2016-2018 identifying main themes for capacity building support and technical skills required to deliver the support |

6. Consultant’s Profile

The consultancy will be conducted by an independent consultant with the requisite skill set to conduct his/her mission. The consultant will demonstrate previous experience and expertise in building the institutional capacity of CSOs / NGOs and will have solid experience of facilitating relevant training and workshops. He/she is responsible for delivering quality deliverables in a timely manner.
Specifically, the consultant is expected to have the following expertise:

**Essential Skills and Competences:**

- A relevant master’s degree;
- A minimum of six (6) years experience building the capacity of CSOs / NGOs (ideally some of which will be in sub-Saharan Africa);
- Experience of conducting capacity assessments of CSOs / NGOs and measuring progress
- Experience of developing and delivering participatory trainings and workshops
- English proficiency, both in writing and speaking.
- French proficiency, both in writing and speaking.

**Desirable Skills and Competences:**

- Technical expertise in one or more of the following areas: developing strategic plans; finance management and accounting; operations and logistics; human resource management; Rwandan labour law;
- Previous experience working with CSOs in Rwanda strongly desirable.

7. **Guidelines for Application**

Applications should be sent, in English, to Mr. Jonathan Lea-Howarth by e-mail (copro@rcn.rw), by 5pm (Kigali time) Monday 15 December 2015. Please specify “CSO Consultancy Application + Your Name” in the subject line.

Applications should include:
(i) a resume of the applicant providing detailed information on the criteria listed in section 6 of these ToR, (ii) a cover letter demonstrating a solid understanding and ability to deliver the requirements of this consultancy, (iii) a financial proposal, and a detailed work plan with suggested dates, ideally to commence on the 18th January 2016.

Please do not send information not requested (e.g. copies of diplomas and certificates). Only applicants providing all information requested, who possess all the essential skills and competences, and are selected for interview will be contacted.

Questions and clarifications regarding the consultancy may be addressed to Jonathan Lea-Howarth by e-mail (copro@rcn.rw).