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**Promoting Equity and Access to Quality Education: A Citizen's  
Engagement with Sierra Leone's Free Quality School Education  
(FQSE) Programme**

**NDICI CSO/2022/ 440-042**

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**TERM OF REFERENCE (TOR)**

**For the selection of qualified trainers/training institutions for the organization and  
implementation of training on  
“Fundraising and Resource mobilization to Civil Society Organizations”**

**AVSI/SRL/EU/01-2024**

**January 2024**



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## TERM OF REFERENCE

Under the framework of project “Promoting Equity and Access to Quality Education: A Citizen’s engagement with Sierra Leone’s Free Quality School Education (FQSE) Programme” funded by European Union, AVSI Foundation has launched the selection for qualified trainers/training institutions that can deliver a 5-day Fund raising and resource mobilization training program for 17 NGOs (15 National NGOs plus the 2 consortium organizations), operating in Sierra Leone in Education Sector.

### 1. BACKGROUND

#### 1.1 Brief description of “Promoting Equity and Access to Quality Education: A Citizen’s engagement with Sierra Leone’s Free Quality School Education (FQSE) Programme”

AVSI Sierra Leone is in partnership with the Institute of Governance Reform (IGR) is undertaking activities focusing on ‘Promoting Equity and Access to Quality Education: A Citizen’s engagement with Sierra Leone’s Free Quality School Education (FQSE) Programme’ funded by European Union. The action is focused specifically on education with a clear objective of capacitating CSOs so that they can more actively participate in influencing the education sector policies design, follow-up and monitor with quality and constructive participation in policy dialogue and decision-making from the community to national level, starting from the strengthening of existing structures and mechanisms that facilitate dialogue between CSOs and governance structures. Strengthening CSOs capacities and enhancing knowledge in educational priorities, interventions as well as needs are critical to addressing education gaps. The role that civil society organizations (CSOs) play in development cannot be overemphasised. According to UNDP, CSOs can trigger and catalyse broad-based mobilization and create bottom-up demand that fosters responsive governance. Moreover, civil society advocacy can facilitate the participation of poor and vulnerable populations in the design and implementation of development policies and programmes, thereby enhancing the delivery of basic social services, such as access to resources. Civil society organizations also play a critical watchdog role in public life, holding state actors accountable for the management of public office. Particularly, the action will better enable CSOs tracking to engage in the implementation of Educational Policy in Sierra Leone, though strengthening their coordination and capacities to serve as watchdogs of education services; closing the gap in accountability of education services and supplies; addressing equity in the distribution of education services to the most marginalized groups.

Under Output 3, aimed at increasing managerial and technical capacities of 17 small-medium national CSOs working in the education sector, partners planned training, coaching and technical assistance for CSOs to improve their internal governance, in terms of Managerial and Technical upskilling. The aim is to improve their internal capacities to operate more effectively and efficiently as service delivery actors in the education sector. The set of training forecasts will support CSOs to improve accountability, efficacy, and transparency of their operations to increase their credibility and role as development actors. The capacity development process will be developed on the base of an ongoing



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capacity assessment aiming to identify managerial, technical strength and weaknesses of selected CSOs and define a tailored capacity development process. Collect primary and field data on the capacity to develop needs of CSOs and their networks. The assessment will serve to confirm CSOs gaps identified during project preparation and design phase and update indicators and targets. The assessment delivered will serve as a project baseline to measure changes of targeted beneficiaries after action implementation, but also as a strategic plan for each organization.

## 1.2 rationale of the engagement

Resource mobilization is a crucial element in strengthening NGOs' efficacy and efficiency. Unfortunately, in context like Sierra Leone there is an intense competition for donor resources, and an organization's ability to secure funding often depends on its competitiveness against other entities. Success depends on the organization's proficiency in fundraising and its effectiveness in exploring alternative ways of resource mobilization. Also, for an organization with sufficient resources to sustain ongoing operations, financial sustainability is most cases uncertain. The dependency on donor financing for the continued support to program and structural costs, makes NGO sector susceptible to shifts in focus, priorities, and financing methodologies of funding authorities. This generates an unpredictability surrounding donor funding, creating significant challenges for NGOs in consistently planning and implementing project activities.

The precarious nature of donor funding forces local NGOs to base their existence on ongoing projects, complicating the design and expansion of project activities to enhance service quality. One common mistake made by local NGOs is excessive reliance on a single funding source. When this source diminishes or dries up, organizations struggle to secure new funding in a timely manner, leading to compromised or terminated programs.

Designing a fundraising and resource mobilization strategy solely around basket financing, while actively seeking funding beyond core sectors, can potentially undermine the overarching missions of organizations. Relying heavily on diverse funding sources may jeopardize the organization's focus, creating a risk of losing its identity and passion for its core mission. The pursuit of funding from various sectors may lead to a lack of cohesion and a diffusion of organizational energy, potentially hindering the effectiveness and impact of the organization's work.

To sum up, the following are the challenges faced by CSOs in the sector:

1. *Understanding of donors' funding mechanism, funds allocation, requirements, and selection criteria* is a challenging element for CSOs. This complexity makes it difficult for CSOs to prepare project proposals in a timely manner, identify potential interested donors, and comply with the requirements for project submission.
2. *The diversification of funds remains a significant challenge for most CSOs*, as many tend to rely heavily on a single source of income that they perceive as stable and reliable. However, this dependence makes them highly vulnerable to shifts in donor priorities.
3. *Development of tailored resource mobilization strategies and plan*: the challenge is related to the lack of specific technical personnel in charge of the process.
4. *Creating effective partnerships for collaborative resource mobilization* encounters challenges, notably the perception that partnerships are primarily formed to receive funds from specific actors rather than as a means to join efforts. This perception undermines the establishment of constructive collaborations, as organizations may prioritize individual interests over collective impact.
5. *Finding way for internal resource mobilization* particularly when confronted with a lack of permanent financial external resources. This challenge stems from the need for CSOs to diversify their funding base and reduce dependency on external sources.



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## 2. ENGAGEMENT DETAILS

### 2.1 Objective of the engagement

The primary objective of this Term of Reference (ToR) is to outline the requirements and expectations for selecting qualified trainers/training institutions that can deliver a 5-day Fund Raising and Resource Mobilization training program with a strong practical approach for 17 National NGOs in Sierra Leone.

- Designing a comprehensive training curriculum tailored to the needs of NGOs.
- Developing training materials, presentations, case studies, and exercises that emphasize practical application.
- Delivering interactive and engaging training sessions, fostering active participation and knowledge retention of the participants.
- Covering topics including understanding landscape of resource mobilization, diversifying funding sources, developing tailored resource mobilization strategies, establishing constructive partnerships, internal resource mobilization and developing sustainable financial plans (the list of topic is not exhaustive).
- Conducting pre-training assessments to understand participants' existing knowledge levels and training needs.
- Offering post-training support, including answering participant queries, and providing additional resources.

### 2.2 Expected results

The 17 Civil Society Organizations (CSOs) staff trained are equipped with sound financial management systems, processes and procedures.

- A training curriculum is developed vetted and captured key areas that addressed the gaps of the CSOs.
- More practicalized training materials and tools are developed that enhance people centered and ownership approach during the training.
- Participants are fully involved and engaged throughout the training sessions that impacted increased knowledge and skills.
- All relevant topics are covered that are in line with country context.
- Pre and post training assessment questions are developed and shared that will determine the knowledge of participants.
- Post training assessment analysis is conducted to realize the impact, effectiveness, coherence and relevance of the training.

### 2.3 Training outcomes

1. **Enhanced Understanding:** Participants will acquire a comprehensive understanding of resource mobilization dynamics, including donor priorities, funding mechanisms, and selection criteria.
2. **Diversification Strategies:** CSOs will develop strategies to diversify funding sources, reducing dependency on a single source and enhancing long-term sustainability.



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3. **Tailored Resource Mobilization Plans:** Participants will learn to conduct needs assessments and develop personalized resource mobilization plans aligned with their organization's mission and goals.
4. **Constructive Partnerships:** CSOs will gain insights into the importance of partnerships in resource mobilization and develop skills to establish and manage constructive collaborations for increased impact.
5. **Internal Resource Mobilization:** Participants will understand the challenges associated with internal resource mobilization and develop strategies.
6. **Financial Sustainability:** CSOs will create sustainable financial plans, balancing internal and external resource mobilization efforts to ensure the long-term viability of their organizations.
7. **Improved Fundraising Skills:** Participants will enhance their proposal writing and fundraising skills, improving their ability to secure funds and comply with donor requirements.
8. **Collaborative Approach:** CSOs will foster a collaborative approach to resource mobilization, promoting a culture of shared goals, effective partnerships, and coordinated action within the organization and with external stakeholders.
9. **Increased Adaptability:** Organizations will develop the ability to adapt to changing donor landscapes, economic conditions, and emerging challenges in the resource mobilization environment.

## 2.4 Deliverables

The selected trainers/training institutions will be expected to deliver the following:

1. Design of a detailed training curriculum of 5 days, with session outlines and objectives.
2. Development of training materials, including presentations, handouts, and exercises.
3. Creation of pre-training assessment tools to assess participants' baseline knowledge.
4. Develop training evaluation mechanisms to measure the effectiveness of the program.
5. Post-training resources and support for participants' queries.
6. Implementation of the training for 20/21 NGOs staff
7. Submission of final training reports, inclusive of participants' assessment.

## 2.5 Location

The training will be organized in Makeni, Bombali district.

## 2.6 Target Group

The training session will be addressed to 17 NGOs staff involved in financial and administration processes of pre-identified 17 organizations. The identification of training participants (21) will be done by the targeted NGOs in collaboration with AVSI, to ensure that people involved are already working in the area of the training, are at low risk of turn over and have capabilities to share internally the knowledge acquired.

## 2.7 Timeline

Engaged Trainers/Training Institutions must ensure implementation of activities and achievement of defined objectives for a maximum of 30 days starting from February 14<sup>th</sup> to March 14<sup>th</sup>, 2024.

## 2.8 Minimum competences required for the consultancy.



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Trainers/Training Institutions interested in this opportunity should meet the following criteria:

- Demonstrated expertise in Fund Raising and Resource mobilization, with a proven track record of conducting similar training programs for CSOs.
- In-depth knowledge of the Fund Raising and Resource mobilization and regulations specific to the NGO sector in Sierra Leone.
- Ability to integrate practical exercises, case studies, and real-world examples into the training content.
- Strong facilitation skills, with the capacity to engage participants and foster an interactive learning environment.
- Experience working with NGOs or in development contexts is preferred.
- Availability to deliver a 5-days training program during the specified dates.

**Other requirements:**

- Good interpersonal and communication skills.
- Ability to work collaboratively with professional and technical staff at senior and junior levels from diverse cultures and backgrounds.
- Ability to identify priorities, work to tight deadlines, and coordinate with the work of others.
- Ability to work under pressure and to use limited time and resources effectively.
- Flexibility to adapt rapidly to changing situations;
- Ability to ensure that the highest possible quality outputs are produced.

### **3. TECHNICAL AND FINANCIAL OFFER DETAILS**

#### **3.1 Currency and cost proposal**

The overall cost for the provision of the service must be inclusive of withholding tax (withheld and paid on behalf of trainers/training institutions to NRA authorities). The Trainers/Training Institutions must provide a detailed costs breakdown, indicated in Leones (Le) currency, and must be comprehensive of all costs and duties for service organization and implementation. Payment will be made to the selected trainers/training institutions in leones as according to deliverables achieved.

#### **3.2 Exclusion causes**

Contracts shall not be awarded in case of the following situations:

- (a) Trainers/Training Institutions are subject to a conflict of interest.
- (b) Trainers/Training Institutions are guilty of misrepresentation in supplying the information required by the humanitarian organization as a condition of participation in the contract procedure or fail to supply this information.

#### **3.3 Mandatory Documents for submission**

Copies of the following documents must be attached to the signed technical and financial offer for both hard and soft copies delivery method:



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- 1) Eligibility Certificate duly filled and signed (Annex A)
- 2) AVSI Code of Ethics duly signed for acceptance (Annex B)
- 3) AVSI Child Safeguarding policy signed for acceptance (Annex C)
- 4) Training technical proposal: The technical offer must contain a full description on how the ToR will be met, the timing and methodology of the assignment. It must be inclusive of training curriculum, teaching methods used, CVs of Trainers involved and at least 3 experiences in providing training in the area.
- 5) Training financial offer: Interested trainers/training institutions are required to submit a detailed budget that covers all expenses related to curriculum development, training delivery, materials, travel, accommodation, and other relevant costs.
- 6) NRA registration and tin number.
- 7) NRA tax clearance certificate (most recent);

Bids should be submitted by **6<sup>th</sup> of February 4.30 pm** (Sierra Leone time GMT) to:

**Hand Delivery:**

AVSI Foundation Sierra Leone  
5G off King Harman Road, Brookfield, Freetown, Sierra Leone  
Clearly mark on the sealed envelope: call for tender – AVSI/SRL/EU/01-2024

**E-mail Delivery:**

Bids should be submitted to the following e mail addresses:  
[Abu.badasi@avsi.org](mailto:Abu.badasi@avsi.org)  
Cc: [freetown@avsi.org](mailto:freetown@avsi.org)  
Clearly mark on the subject of the email: call for tender – AVSI/SRL/EU/01-2024

**Late bids received after the deadline won't be accepted**

**3.4 Validity of the Offer**

Minimum 30 days (to be specified in the offer).

**3.5 Evaluation Criteria**

Selection of eligible service provider will be based on the following criteria:

1. Financial Proposal
2. Technical Proposal
3. Activity Time Frame
4. Relevant field and background experience in similar assignments.

**3.6 Timeline:**

Activity	Starting date	Deadline
<b>Release of ToR:</b>		23/01/2024
<b>Application period</b>	23/01/2024	06/02/2024 at 4.30pm WAT
<b>Evaluation of application</b>	07/02/2024	12/02/2024
<b>Awarding communication</b>		13/02/2024
<b>Starting of assignment</b>	14/02/2024	
<b>Training implementation</b>	26/02/2024	01/03/2024
<b>Final report by</b>		14/03/2024



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### **3.7 General terms and conditions**

The Interested trainers/training institutions shall respect and abide by all laws and regulations in force in Sierra Leone and shall ensure that its personnel, their dependents, and its local employees respect and abide by all such laws and regulations. The trainers/training institutions shall indemnify the Contracting Authority against any claims and proceedings arising from any infringement by the trainers/training institutions, its employees and their dependents of such laws and regulations.

The trainers/training institutions shall perform the services under the contract with due care, efficiency and diligence, in accordance with the best professional practice.

The trainers/training institutions shall comply with administrative orders given by the Project Manager. Where the trainers/training institutions considers that the requirements of an administrative order go beyond the authority of the Project Manager or of the scope of the contract, it shall, on pain of being time-barred, notify the Project Manager, explaining its opinion, within 30 days after receipt thereof. Execution of the administrative order shall not be suspended because of this notice.

The trainers/training institutions shall treat all documents and information received in connection with the contract as private and confidential, and shall not, save in so far as may be necessary for the purposes of the performance thereof, publish or disclose any particulars of the contract without the prior consent in writing of the Contracting Authority or the Project Manager after consultation with the Contracting Authority.

If the trainers/training institutions are a consortium of two or more people, all such people shall be jointly and severally bound to fulfil the terms of the contract. The person designated by the consortium to act on(represent) its behalf for the purposes of this contract shall have the authority to bind the consortium.

### **3.8 Payment Schedule**

60% of the payment to be made before the training exercise to ensure thorough preparation of the training. The remaining 40% will be done upon the completion of the entire training and upon the submission of the compressive training report validated by AVSI Foundation staff.