

Terms of reference

Consultancy for training in "creative workshop facilitation"

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1. PRELIMINARY INFORMATION

1.1. The sponsoring organisation

SOS Children's Villages Belgium (SOS CV Belgium), the client of this consultancy, is a Non-Governmental Organisation with a social vocation. Independent and respectful of different religions and cultures, the NGO has been active for over 50 years in defending the rights and needs of vulnerable children.

The organisation is a member of the international federation SOS Children's Villages International (SOS CVI), which is active in over 130 countries and territories.

The mission of SOS CV Belgium is twofold:

- (i) In Belgium, the organisation supports, welcomes and accompanies children and young people in difficult situations likely to put them in physical, moral or intellectual danger, in

accordance with the provisions of the International Convention on the Rights of the Child, adopted by the United Nations in 1989;

- (ii) Abroad, the organisation works in partnership with the Member Associations of the SOS CVI Federation, for the care, well-being and development of children who have lost or are at risk of losing parental care. The organisation provides technical expertise and/or financial support to its partners in the implementation of their programmes in family care, family and community strengthening, education, health, other identified care needs and advocacy. The organisation also aims to build the capacity of its partners and ensure compliance with norms and standards in terms of child protection, safeguarding and integrity.

1.2. Facilitating workshops as part of SOS CV Belgium's role in monitoring international programmes

In its international activities, SOS CV Belgium is guided by its Strategic Plan 2024-36, the long-term impact of which is: **"More SOS CVI Member Associations (MAs) have a sustainable and locally relevant impact on the children and young people in our target group around the world"**. In the medium term, SOS CV Belgium aims to ensure that its partners develop locally relevant programmes and apply a quality approach.

To achieve these objectives, SOS CV Belgium applies its **Results-Based Management (RBM)** policy (2024).



At each stage of the RBM cycle, SOS CV Belgium organises workshops of varying nature, duration and composition:

RBM stage	Examples of workshops	Duration and composition
Stage 1: Planning	<ul style="list-style-type: none"> Project formulation workshop 	<ul style="list-style-type: none"> Duration: 4 to 5 days, number of participants: between 5 and 20
Stage 2: Monitoring	<ul style="list-style-type: none"> Kick-off project workshop ; During a monitoring visit, a capacity-building workshop on an aspect of the programme (e.g. 	<ul style="list-style-type: none"> Duration: 4 to 5 days, number of participants: between 5 and 20 Duration: 1 to 2 days, number of participants: the entire project

	analysis of baseline data and definition of target values for 3 and 5 years)	team, i.e. between 20 and 30 people
Stage 3: Assessment	<ul style="list-style-type: none"> Workshop to validate the recommendations of the mid-term review 	<ul style="list-style-type: none"> Duration: 1 to 2 days, number of participants: the entire project team, i.e. between 20 and 30 people
Stage 4: Capitalising on and using the results	<ul style="list-style-type: none"> During a follow-up visit, a strategic thinking workshop on a programmatic issue or a hypothesis from the Theory of Change 	<ul style="list-style-type: none"> Duration: 1 to 2 days, number of participants: 5 to 20

In this context, SOS CV Belgium aims to strengthen its workshop facilitation skills to enhance information sharing, improve the flow of communication, and better capture and build on learning.

2. OBJECTIVES OF THE CONSULTANCY

The general objective of this consultancy is to acquire expertise in creative facilitation techniques in order to lead workshops that encourage the free expression of participants and the extraction of learnings. These must take account of existing practices and monitoring tools (e.g. results frameworks, technical sheets, etc.), encouraging the emergence of new learning and enabling the identification of concrete actions arising from it.

The specific objectives of this consultancy are as follows:

- i. The SOS CV Belgium international programmes team (4 people) is trained in "creative workshop facilitation techniques for face-to-face workshops (not online);
- ii. Some members of the SOS CV Belgium international programmes team (2 people) are being supported in preparing and running a workshop planned for October 2025.

3. METHODOLOGY

The consultant selected will be required to adopt an approach designed specifically to meet the needs of SOS CV Belgium. In particular, he or she will:

- Take into account current working methods and the monitoring tools used (Theory of Change, results frameworks, technical data sheets) in order to propose adapted or complementary facilitation methods;
- Take into account the multicultural context of the workshops in question, as well as the dynamics between SOS CV Belgium and its partners, part of the *localization agenda* approach, and adapt the facilitation methods accordingly;

The chosen methodology must include the following stages:

- A phase of analysis and understanding of the SOS CV monitoring system and relations between SOS CV Belgium and its partners (documentary analysis and interviews);

- A training phase for the 4 members of the SOS CV Belgium international programmes team, preferably face-to-face;
- A coaching phase for 2 members of the international programmes team in the preparation of a workshop, including a post-workshop debriefing to expose lessons learned.

4. DELIVERABLES

The consultant must produce:

- i. A start-up note setting out the methodology and tools used (max. 5 pages);
- ii. A catalogue of creative workshop facilitation tools;
- iii. A report on the coaching phase (coaching methodology and lessons learned after the debriefing phase).

5. TIMETABLE AND WORK PLAN

The duration of the support is estimated at around 6 days and will have to take into account the imperatives of the stakeholders (SOS CV Belgium and the consultants) and the workshop dates.

10 April 2025	Sharing Terms of Reference (ToR)
30 April 2025	Deadline for submission of tenders
15 May 2025	Contractualisation
15 May 2025	Possible start of the assignment
05 June 2025	Date for submission of a summary report
31 November 2025	Final report due

6. SKILLS AND QUALIFICATIONS REQUIRED

The consultant must have experience in training and coaching teams in creative workshop facilitation methods within organisations, in particular for NGOs or other associations involved in development or social impact activities.

The consultant must have the following skills and qualifications:

- ✓ Experience in training teams in facilitation techniques;
- ✓ Experience working for an international NGO or managing development projects;
- ✓ Experience of working in international contexts with varied socio-cultural norms (Burundi, DRC, Senegal).
- ✓ Excellent interpersonal and teaching skills.
- ✓ Strong writing skills, essential for drafting reports.
- ✓ Excellent command of French and/or English.

7. CODE OF CONDUCT

SOS CV has a child protection policy and a code of conduct that all consultants-e-s will be required to comply with. Consultants will be required to sign a declaration of commitment to this policy and code of conduct, after being duly orientated.

8. CONSULTANCY BUDGET

The budget (including VAT) will be proposed by the consultant. It should be detailed and include fees, including travel expenses of the-de consultant-e (if necessary). The assessment of the budget will take into account the relevance of the details provided in relation to the technical proposal and costs.

9. TENDER SUBMISSION PROCEDURE

Bids may be submitted until 30 April to marie.bolis@sos-villages-enfants.be with the subject "Creative workshop facilitation". No applications received after this deadline will be considered.

The offer must include :

- ✓ A technical proposal of no more than 5 pages detailing the content, timetable and methodological approach chosen;
- ✓ A financial proposal ;
- ✓ The CV of the consultant-e ;
- ✓ Attestations of successful completion justifying the consultant-e experience;
- ✓ Two reference contacts who can attest to the skills of-de la consultant-e.
