

## **Terms of Reference for Consultancy to develop training materials and deliver Training of Trainers (ToT) Under the GLTF Project**

### **1. Project Background**

1.1 Name of the Borrower: The project recipients are Democratic Republic of Congo (Borrower); Republic of Rwanda (borrower); Republic of Uganda (borrower), and Common Market for Eastern and Southern Africa, COMESA (Grantee)

1.2 Project location: The project is located in Lusaka for coordination of the COMESA component, and is implemented in the three project countries, namely, DR Congo, Rwanda and Uganda. The specific borders at which the project activities will be implemented include Bukavu (DRC)/Ruzizi 1 (Rwanda), Goma (DRC)/Rubavu (Rwanda), Bunagana (Uganda)/Bunagana (DRC), Kasindi (DRC)/Mpondwe (Uganda) and Mahagi (DRC)/Goli (Uganda).

#### 1.3 Project History

The project builds on a number of past COMESA Programmes. COMESA has established and implemented the work programme supporting small-scale traders, primarily through the COMESA Simplified Trade Regime (STR) and COMESA Trade Information Desks (TIDs) at key border crossings. The COMESA STR and TIDs were further strengthened by the Regulations on Minimum Standards for Treatment of Small Scale Cross Border Traders adopted by the COMESA Council of Ministers at the Thirty-Third Council meeting held in December 2014. These regulations enshrine the Charter for Cross-Border Traders, the implementation of which will be supported by the GLTFP. The project will contribute to implementation of the COMESA Gender Policy through mainstreaming of gender in the GLTFP activities. These programmes have been developed and implemented by COMESA with support of cooperating partners, including the World Bank, USAID and the African Development Bank, among others.

#### 1.4 Need for consultants in the project and issues to be resolved

The consultants are required to develop training modules on specific areas identified under these terms of reference. The consultancy will provide relevant, up to date and high quality training materials and provide the Training of Trainers (TOTs), that is the training of those who will in turn train national level stakeholders including small-scale cross border traders, border officials, cross border traders associations and other stakeholders as identified by each country. These materials will be adapted by the three member States in order to make them more relevant at the local (border) level. The availability of training materials will make it possible to train a pool of trainers and hence build the capacity of member States to not only carry out the training during the project period but also in similar future projects, thus contributing to sustainability of the project.

#### 1.5 Rationale of the Project

The Great Lakes Region borders are widely known for trade taking place among communities of neighboring countries and at the same time, the region has been affected by war and conflicts among different groups. Cross border trade in the Great Lakes Regions is an essential feature that enables the people to meet the day to day basic needs of families in the surrounding areas. However, trading in the region faces many challenges that need to be addressed.

In particular, small scale cross border traders, 80% of whom are estimated to be women have various challenges to use available resources adequately in their communities or at the border. Their problems are multidimensional mainly relating to inadequate service provision at the border, limited information on trading rules and procedures, long distances and inadequate transportation and storage facilities for products and lack of accommodation at the border posts, maltreatment by officials, bribes, security issues and limited access to finance to improve their business and inadequate knowledge or lack of basic education to comprehend some of the applied procedures around their businesses.

All the above constraints have led to an unfavorable trading environment, reflected in the high cost of doing business by small scale traders and served to hinder expansion and development of cross border trade. Improving trading conditions by reducing the cost of trading is therefore a critical element in unlocking the region's trade potential, increasing incomes, enhancing household food security and contributing to poverty reduction and the overall socio-economic transformation of the communities that live in the region, especially small scale traders, the majority of whom are women.

Therefore, in order to facilitate trade in an acceptable standard, the World Bank is supporting the Great Lakes Region Trade Facilitation Project (GLFTP) which is being implemented by D R Congo and the neighboring countries. Specifically, the project is justified due to the following reasons:

- Cross-border trade continues to be an important source of goods, services and incomes for these populations, although the conflicts of recent years have disrupted the regional economy. Cross-border trade and deeper economic integration can provide improved economic opportunities and play an important role in increasing resilience against outside shocks. By improving livelihoods, people are less likely to fall back on subsistence living, smuggling and conflict.
- Cross-border trade in the GLR provides an important source of income for a large number of small scale traders who are predominantly poor women. These women are among the most vulnerable groups in the region and so there is a need to support and enhance the livelihoods that provide women with income. The GLFTP is geared especially to address the empowerment of small scale traders. This is to be done, in part, through addressing the negative effects of weak governance, including lack of transparency and weak controls for monitoring and preventing abuse and corruption in the management of borders.
- Stopping, or at least significantly reducing the number of incidences of abuse of mainly female small-scale traders, including sexual harassment, requires a multidisciplinary response mechanism and adequately designed border abuse prevention victim management and reporting system.

- COMESA has a key role to play in promoting trade and cross-border cooperation in the GLR through its established work programme supporting small-scale traders, primarily through the COMESA Simplified Trade Regime (STR) and COMESA Trade Information Desks (TIDs) at key border crossings.
- The majority of the traders are not aware of the COMESA STR, TIDs and the Regulations on Minimum Standards for Treatment of Small Scale Cross Border Traders which are key to improving the trading environment and reducing costs. There is need for capacity building and a sustainable information dissemination mechanism especially tailored for their level of understanding.

#### 1.6 Activities to be carried out by the consultants:

The consultants will develop training materials for the training of trainers through development of five training modules and apply the training materials to train national officials from both public and private sector agencies identified by the three participating member States, namely, DR Congo, Uganda and Rwanda. The consultants will therefore not only develop the training materials but also conduct the actual training of the trainers in collaboration with selected relevant COMESA staff and the Project Coordinator.

The consultants will visit and consult selected stakeholders in the three project countries to get inputs and gather views from stakeholders on training content based on the five training schedules in the TOR before preparing and submitting draft training modules to COMESA Secretariat for review. While developing the training materials, the consultants may be required to travel to selected borders in order to deepen their understanding of the project environment and country-specific context.

#### 1.7 Source of financing for the assignment:

The assignment will be funded as part of the grant by the World Bank to the Common Market for Eastern and Southern Africa (COMESA) for coordination and implementation of regional activities including Training on regional issues.

#### 1.8 Supervision arrangements

The assignment is under the direct supervision of the Director, Trade, Customs and Monetary Affairs at the COMESA Secretariat. The consultants will work closely with the Project Coordinator, GLTFP and relevant staff from COMESA Divisions, especially Trade, Gender and Social Affairs, Peace and Security and Communications.

#### 1.9 List of relevant studies and basic data

The consultants will be provided with relevant reports and studies including the Project Appraisal Document (PAD), studies on the COMESA Simplified Trade Regime, selected studies on informal cross border trade, the COMESA Gender Policy and COMESA treaty. They may also access relevant data on trade statistics from COMSTAT, the COMESA Statistical data base.

## **2. Objectives of the Consulting Assignment**

The overall objective of the consulting assignment is to develop training materials for the Training of Trainers and to use the material to train national officials selected by the three project member States from both the public and private sectors. The training material will include a module on delivery techniques and communication skills which will build the capacity and effectiveness of the COMESA staff and TOTs in delivery of the training materials after the initial training by the firm. The consultant will therefore be responsible for training of TOTs in collaboration with COMESA Secretariat staff. Selected COMESA Secretariat staff may also attend the training so that the training can be applied in the countries that participate in the second of the Series of Projects.

## **3. Scope of work**

The scope of work of this consultancy is to develop the pedagogical materials that will be used in training of Trainers. The consultants will be responsible for developing training material and delivery of the actual training of trainers. The target trainees for all TOTs will be the national trainers, i.e. those identified by the three project countries who will be responsible for delivering trainings at national level on the lines of the courses received by COMESA. The TOTs will target trainees who will include traders and border officials in each country and other stakeholders identified at national level. The training materials will be developed in the areas enumerated below:

- I. The first TOT manual focuses on STR. The TOT module on STR should cover the different aspects of STR including other rules and regulations governing the STR, such as the documentation, eligible products, the threshold and the benefits of the STR to the traders. The training content and technique has to recognize the different needs of women and men participants and users of the module with different levels of education to understand the tools and expected to implement the procedure accordingly. In other words, the training manual has to be written in clear and simple language. The trainees out of this manual are the national trainers who will in turn train cross-border small scale traders.
- II. The second TOT manual focuses on service providers or officers at the border post and coordinators from Member States in relation to promoting professionalism in basic principles of customer management by upholding a code of conduct that makes staff accountable. This manual will, in addition, explain the essential tenets of the Regulations on the Minimum Standards for the Treatment of Small Scale Cross-Border Traders in terms of the obligations of border officials and the need to treat cross-border small scale traders in a decent and fair

manner. The training component will also cover conflict management and strengthen leadership skills bearing in mind the presence of different levels of officials at the border post in order to make them account to the responsibility that comes with their positions. This section of the manual covers customer handling and conflict management at the border post. The target trainees out of this manual are national trainers who will then train the border officials and the cross-border traders.

- III. The third TOT manual introduces gender and development concept and what it means in relation to trade and trade facilitation at the border posts. It is important to take into account the four components of this project and involvement of different parties in the process of facilitating cross border trading in the region. In this case, the TOT for gender concepts and practices needs to target people with different levels of knowledge and expertise.
  - a. The TOT on gender awareness focuses on professionals at the border post at the level of border officials and TIDOs. This training is different from gender training for the beneficiaries or cross border traders including women and their associations and partners working in the surrounding communities. Therefore, this assignment will produce two sets of gender TOT manual.
  - b. The TOT manual for gender is meant to build capacity on understanding and analysis of gender issues and deeper sensitization for practitioners on gender issues in one hand, and awareness creation to build the confidence of traders on the other. The training will contribute to the gradual change of attitude and practices of planners and service providers towards the majority traders at the border post. The primary target trainees out of these manuals are national officials identified as TOTs who will then train border officials, TIDOs and traders.
- IV. The fourth TOT refers to the routine security concern of traders especially those that women small scale cross border traders face at the border post and in surrounding areas. The harassment issues have multidimensional faces and range from verbal to physical attacks including sexual harassment. In this regard it is necessary to develop a standard harassment prevention and management mechanism that includes safe reporting system that guides different sectoral interventions. This part of the TOT manual can be used to train different groups including traders and border officials in the project site as well as at member States level.
- V. The fifth TOT manual deals with training management and delivery, including training approaches and participatory methodologies, communication techniques, key messages and any other aspect related to the actual delivery of the TOT courses. It will ensure that the trainers of the TOTs and the TOTs themselves

have the necessary training and delivery skills required for effective training at their respective levels.

## **4. Reports and Schedule of Deliveries**

### **4.1 Deliverables**

- Inception report interpreting the TOR and the scope of work adequately;
- Five Draft TOT modules for specific sectors as specified in the scope of work;
- Final TOT manuals, after incorporating comments from all stakeholders involved in the project.
- Deliver the training of trainers

### **4.2 Consultants' profile**

#### **4.2.1 General Characteristics of the firm and areas of specialization**

The firm should have expertise in development and delivery of training materials, trade and gender issues, poverty reduction and design and implementation of economic development programmes, especially in the areas of regional trade and integration. The firm should have a pool of consultants with a mix of expertise on trade and development, gender and development, communication and advocacy strategy, human resource management, and Gender based violence. The firm should have a general knowledge and understanding of development challenges in the Great Lakes Region and experience in working on trade and gender issues in Eastern and Southern Africa region.

#### **4.2.2 Key staff Qualifications and Experience**

The team of consultants to undertake this assignment should include experts on trade, gender, adult training and development of training materials, Human Resource Management (HRM), communication and media strategy and gender based violence specialists.

The qualification and experience required for a member of the team of consultants are as follows:

- (a) A Master's Degree in either Economics, International Relations, international trade law, Business Administration, communication, or gender and development studies. ;

- (b) For the lead consultant, a minimum of 10 years' professional experience specifically with a broad knowledge of program approach on trade and development from regional and international trade perspective including developing training manuals on issues related to trade and/or cross-border trade and other contributing issues to facilitate regional trade. A good understanding of gender issues and ability to interpret data with a gender lens is preferable;
- (c) The other members of the team should have a minimum of seven years' experience in reference to their specific subject matter as explained in the scope of work. Professional experience on gender mainstreaming & regional trade would be an advantage for all the consultants;
- (d) experience of and a good understanding of Customs and Immigration border control procedures
- (e) Strong knowledge of trade issues and national/regional policies governing the trade in goods and movement of people across borders in the region;
- (f) Extensive knowledge and experience on general principles of (gender-sensitive) border management, standard rights and obligations at the border, general messaging and media channels for awareness-raising etc. Such general knowledge will then be adapted to each country context as part of the national trainings, for which the three member States will be responsible
- (g) Experience in adult training and development of training materials;
- (h) Strong analytical and writing skills;
- (i) Strong communications skills to enable effective communication with a wide range of stakeholders.
- (j) Experience in conducting focus group discussions with different stakeholders, interview skills and ability to engage cross border traders and their associations and members of surrounding communities.

#### **4.3 Language**

- (a) Consultants should speak and write either French or English. Knowledge of both English and French by the different experts in the team would be an added advantage. Working knowledge of Kiswahili will be an added advantage.

#### **5. Data, Services, Personnel, and Facilities to Be Provided by the Borrower**

The consultants will be supported by project staff, principally the Coordinator, GLTFP as the Counterpart, Procurement Expert (on logistics and other contractual matters) and relevant staff from Trade, Gender and Social Affairs, Trading for Peace, and Communication. While at the COMESA Secretariat, the consultant will be provided with transport and office facilities. While on mission, the consultants may be accompanied , where necessary by COMESA Secretariat staff. The Consultants will have access to the COMESA Statistical data base, COMSTAT and access to relevant project documents and other COMESA documents such as the COMESA Gender Policy.

### **Target audience for the trainings and frequency of the trainings**

The targeting of who is to be trained to train others is an important consideration. In this case there are several topics that will be covered, some of which are cross-cutting and some which are quite specific. The national trainers attending ToTs are expected to be a mixed group of participants from public and private sector, including staff from various ministries, border officials, clearing agents, TID officers, and representatives of cross-border traders associations. These will be selected by member States and appropriately grouped for training. Under the scope of work, the target group(s) is suggested.

## **6. Institutional and Organization Arrangements**

The Consultancy will be under the direct supervision of the Directorate of Trade, Customs and Monetary Affairs at COMESA Secretariat and managed on a day to day basis by the Project Coordinator, GLTFP with the support of other relevant staff, especially from the Divisions of Trade, Gender and Social Affairs, Peace and Security and Communication. The consultants are expected to start their services by mid October 2017.