



Terms of Reference (ToR)

Consultancy: Design & Facilitation of Change & Resilience Workshops

MSF Eastern Africa

1. Introduction

Médecins Sans Frontières (MSF)/ Doctors Without Borders is an international independent medical humanitarian organization that provides assistance to people affected by conflicts, epidemics, and natural or human-made disasters and excluded from healthcare. We provide this assistance without discrimination, irrespective of race, religion, creed or political affiliation.

MSF Eastern Africa is the regional institutional office for Médecins Sans Frontières/Doctors Without Borders (MSF) in East Africa, based in Nairobi, Kenya. The office focuses on representation and networking, including with humanitarian organizations and authorities, recruiting and supporting staff from the region, communications and fundraising, as well as on other dossiers of importance to MSF.

2. Background

MSF Eastern Africa (MSF EA) is undergoing multiple organisational changes, including the ongoing Ubuntu transition. These shifts, while strategic, have created uncertainty, pressure, and change fatigue among staff across functions and levels.

In response, MSF EA seeks to engage a consultant to design and facilitate a 2-day Change & Resilience workshop that supports staff to make sense of change, strengthen individual and collective resilience, and translate learning into practical actions within their real work contexts.

The programme explicitly recognises that resilience must not be framed as individual self-blame, but as a shared responsibility shaped by personal, team, and systemic factors.

3. Purpose of the Consultancy

The purpose of this consultancy is to design, adapt, and facilitate a contextually relevant Change & Resilience learning process that enables MSF EA staff to:

- Understand and navigate ongoing organisational change
- Normalise human responses to uncertainty and pressure
- Strengthen personal and team resilience in realistic, system-aware ways
- Apply learning to concrete work challenges before, during, and after the training

4. Scope of Work

The consultant will be responsible for:

a) Programme Design & Adaptation

- Finalise a 2-day Change & Resilience workshop aligned to MSF EA context and values
- Ensure resilience is framed as individual, collective, and systemic
- Integrate preparation and post-training elements to support learning transfer
- Adapt materials for mixed staff groups (functions and seniority)

b) Facilitation

- Facilitate the 2-day workshop for three cohorts
- Create a psychologically safe learning environment
- Use participatory, reflective, and dialogue-based methodologies
- Ground discussions in real MSF EA challenges, including Ubuntu-related transitions

c) Learning Transfer Support

- Provide simple tools or guidance for:
 - Participant pre-reflection
 - Post-training team conversations
 - Manager–learner dialogue
- Support MSF EA's intention to sustain learning beyond the workshop event

5. Key Deliverables

- Finalised workshop design and agenda
- Facilitator materials (slides, exercises, reflection tools)
- Participant pre-work reflection tool
- Post-training team conversation guide
- Facilitation of the agreed number of workshops
- Brief facilitation summary after delivery (key themes, observations)

6. Expected Duration

- Preparation and design: As agreed
- Delivery: 2 days per cohort in **February 2026**
- Post-delivery inputs: As agreed

7. Required Consultant Profile

The consultant should demonstrate:

- Proven experience facilitating change, resilience, or organisational transition learning
- Strong understanding of adult learning and learning transfer
- Ability to work with emotionally complex and ambiguous contexts
- Experience in humanitarian, international, or mission-driven organisations (strong advantage)
- Skilled facilitation style that is reflective, grounded, and culturally sensitive

8. Reporting & Coordination

The consultant will work closely with the MSF EA Learning & Development / HR team and report to the designated focal point for coordination, feedback, and alignment.

9. Submission Requirements

Interested consultants should submit:

- A brief technical proposal outlining approach and methodology
- Relevant facilitation experience (CV or profile)



- Financial proposal (daily rate and estimated level of effort)
- Availability for the proposed timeframe

The deadline for submission is end of day **January 26th 2026** to
procurement@nairobi.msf.org