



Healing in Harmony Standard Operating Procedures Terms of Reference

Project Background

The Healing in Harmony music therapy program, integrated into holistic healing models for survivors of sexualized violence and other traumatized populations, has demonstrated promising results in significantly reducing levels of anxiety and PTSD and normalizing the application of psychosocial healing through its unique approach to music therapy. Going a step beyond traditional music therapy techniques, the program is centered around a locally-built recording studio on the campus of our healing institution at the Panzi Foundation Democratic Republic of the Congo (PFDRC) in Bukavu, Democratic Republic of the Congo (DRC). Women, children, and vulnerable community members gather in this recording studio and, working with a therapeutic team that includes a psychologist trained in music therapy and a professional music producer, transform from patients into artists.

The beautiful, evocative songs that our artists write, record, and professionally produce – written about their daily lives and traumatic past experiences – are then disseminated through radio broadcasts, community concerts, and social media, helping to chip away at the stigma surrounding sexual violence and advocate to address the root causes of violence.

Project Objectives

We aim now to replicate this model in other Congolese communities and beyond. In order to achieve this goal, we seek support through this RFP in creating Manuals and a set of Standard Operating Procedures (SOPs) that will act as handbooks and guides to other organizations wishing to adopt the model and act as both a resource for training and a bulwark for quality control as the model expands beyond the “home office” and is used in new locations.

Project Location

The project is based in Bukavu, DRC, with Make Music Matter (MMM) in Winnipeg, Canada. The firm or consultant(s) will work closely with PFDRC and MMM, reporting to MMM.

Deliverables

To provide these deliverables, the firm/consultant(s) will undertake an initial document review and interview key personnel at PFDRC and MMM. Much of the raw data/other elements already have been collated or exist in the heads of key project personnel. One key, initial role for the firm/consultant(s) is to organize and systematize all this information.

- The Infrastructure Manual – including primary Build Specifications for the Recording Studio, design and acoustic specifications for the studio (both printed and housed online).
- The Operational Manuals – to include staffing terms of reference, selection and intake process for participants, training for staff and therapy modules. We recommend that the following are stand-alone documents:
 - Training Manual
 - Therapy Module Manual
- Healing in Harmony Scaling Strategy and Operations Manual – this manual will include:
 - Quality control standards and processes
 - Job Descriptions and person profiles/core competencies for roles required
 - Ethical framework and processes
 - Monitoring and Evaluation system
 - Formal Research requirements
 - Partnering strategy (responsibilities and legal obligations)
 - Budgeting
 - Advocacy/dissemination/uptake
 - Legal/Licenses (including brand use, fees)
 - Territory considerations
 - Financial
 - Risk Assessment
 - Roles and Responsibilities
 - Compliance
 - Fidelity/Quality Oversight
 - Audits and Inspections
 - Media strategy and Requirements
 - Iterative Learning
 - Post Production and Dissemination protocols
 - Business model

Implementation Methodology

There will be a series of stages spread out over a 4-month period in order to complete all key turnkey documents.

These include:

- Review and assessment of previous documents surrounding the model and methodology
- Articulation of Manuals and SOPs architecture/structure for Manuals and SOPs
- Interview key implementers and innovators (trainers, staff, holders of the IP, select beneficiaries and constituents, etc.)
- Interview of select beneficiaries
- Interview early adopters
- Draft and review of preliminary architecture
- Finalization of architecture (Overarching Healing in Harmony Strategy/Oversight Manual; Standard Operation Procedures document; Codification and Systematization; Assessment Process/Standards for locations/program integration)
- Fulfillment of architecture
- Review of Draft 1 of Manuals with affiliates for feedback
- Interviews with affiliates for review of Draft
- 2nd iteration of all Manuals
- Final review with all key stakeholders, implementers and innovators
- Design, Layout and Printing

Expertise Requirements

We expect these tasks to be fulfilled by an individual or a small team. The person/team will work closely with the Healing in Harmony team to produce the deliverables.

The firm/consultant/s will work closely with both MMM and PFDRC. The firm/consultant(s) will need to be in close contact with project staff under the direction of Darcy Ataman of MMM, in Canada. Please note that while the staff in DRC have some English proficiency, the language of DRC and at PFDRC is primarily French. It is preferable that the firm/consultant(s) have some French proficiency although it is not necessary.

Education

- University degree or
- College degree or equivalent professional post-secondary education degree

Experience

- Business Analysis/process mapping/process documentation
- Understanding of scale/replication models
- Extensive experience in the humanitarian sector
- Extensive experience in writing manuals
- Knowledge of innovation sector
- Rudimentary knowledge of various mainstream healthcare systems

Competencies

- Motivated and self-starter
- Innovative, good at problem solving and the ability to digest complex theories into discernable pieces
- Adheres to a results-based approach
- Demonstrates an openness to innovation
- Comfortable working in various time zones and cultural contexts
- Comfortable working at a distance
- Willingness to cover conceptual through to pragmatic/practical application of document writing and production

Languages

- English required (verbal and written)
- French desirable (verbal and written)
- Knowledge of Swahili an advantage

Reporting Requirements

Milestones

- Interviews with primary staff
- Interviews with primary stakeholders
- Interviews with select beneficiaries
- Review and categorization of relevant project materials
- 1st Draft of Manuals and SOPs
- Review of 1st Draft of Manuals and SOPs
- In-field iteration of Manuals and SOPs with affiliates and primary stakeholders (no travel to DRC; work virtually and in close collaboration with PFDRC)
- 2nd Draft
- Finalization
- Translation
- Design layout and publishing

Dates

- Wednesday, August 15th: target date for contract signature
- Week of August 20th: initial consultations with project partners
- By end of August: Review and categorization of relevant project materials completed
- End of September: 1st Draft of Manuals and SOPs
- Through October 15: review of drafts by project partners
- By November 15: 2nd Draft of Manuals and SOPs
- Through end of November: review of drafts by project partners
- Early December: Finalization, Translation, Design layout and publishing
- December 21: project completion.