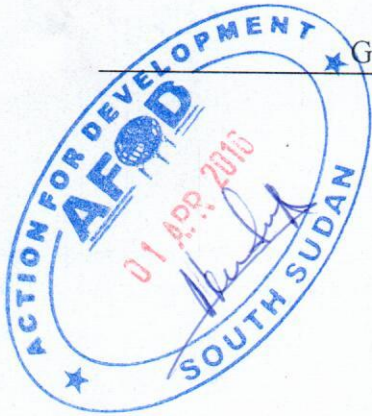




ACTION FOR DEVELOPMENT

"Working together to empower communities"

Gudele P.O.BOX 287 Juba, Block 9 Munuki Payam, CES.



Terms of reference

For

Review and Development of AFOD South Sudan operational policies

Consultancy duration: 60 days (1st May- 30th June 2016)

EOI to be addressed to;

The Procurement Committee
AFOD South Sudan
Gudele Block 9, Juba South Sudan

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1.0. Background and Introduction



1.1 Background information;

Action for Development (AFOD) South Sudan was founded in the year 2011 as a National NGO, legalized in 2013 with its vision of envisioning a healthy, educated, productive, just, peaceful and united society. “Our mission is to work with the rural poor, marginalized and vulnerably communities to improve their social economic status and quality of life through awareness creation, education support, health care delivery, food and nutrition support, provision of water, sanitation and hygiene services, capacity building and policy & advocacy for gender equality and human rights recognition. AFOD cherishes competency, drive for results, accountability, integrity, ethical code of conduct, gender responsiveness and respect for human dignity and rights.

AFOD was formed with the main purpose of empowering and supporting disadvantaged local communities, and special groups: children, women and the elderly people through provision of essential services in health, nutrition, WASH, education, social supports and community led sustainable livelihood interventions to restore hope and human dignity. AFOD Strategic programme areas include; Health, Nutrition and food security, Environmental Health (Water, Sanitation and Hygiene), Education, Social protection, and Institutional capacity building and development with Gender, HIV/AIDS, Human right issues and Research as cross-cutting issues.

1.2 Introduction;

In South Sudan, AFOD is currently active in Central Equatoria, Eastern Equatoria and Western Bhar el Ghazal and implementing programmes in six (6) counties (Raga, Budi, Magwi, Terekeka, Jur River and Juba). There (3) of the six counties AFOD is implementing programmes in, area of hard-to-reach and hard-to-work in locations namely; Terekeka, Raga and Budi. We confidently operate on a principal of taking services much closer to the vulnerable and needy communities with special focus on children and women and people with special needs.

AFOD as a national NGO has been supporting states/counties to deliver health & nutrition, WASH (Water, Sanitation and Hygiene), Education & protection and Sustainable Community livelihoods (food security) in South Sudan since 2011. AFOD is currently implementing projects funded by the WFP and UNICEF and UNDP in Western Bahr el Ghazal and Central Equatoria respectively. Since independence, South Sudan continues to experience both man-made and natural disasters including disease outbreaks. With the onset of political conflict that ensued on 15th December 2013, tens of thousands of South Sudanese have been killed and displaced within and outside the Country as refugees into the neighboring countries of Kenya, Uganda, Ethiopia and the Sudan. The conflict has heavily affected social services delivery, destroyed infrastructures, confined humanitarian access and support for lifesaving services, and compromised population movement and coping mechanisms.

AFOD’s national and global agenda is linked to South Sudan Development Plan, in line with national priorities and the Sustainable development goals. Our contribution to the National Development Indicators of South Sudan within the shortest period can never be underestimated and we would like our effort to be recognized in the same way in contributing to the national

development agenda of countries lagging behind as a road map towards a positive progress in achieving specific stalled MDGs within framework paper of AFOD Global.

Therefore within the next five years, AFOD South Sudan intends operationalize its strategic plan 2015-2020 which calls for review of the current operational policies to strengthen and improve service delivery and day-to-day functions in the Country. In this regards AFOD is recruiting an experience senior person as to review its current policies and develop comprehensive policies to strengthen its functions. The consultant will undertake an in-depth desk review and interviews with key stakeholders to review and develop AFOD South Sudan operational Policies which will form the basis for the conduct of day to day business in line with the National Policies and International standards and guidelines governing NGO management. The Consultant will directly report to the Executive Committee and from time to time he/she will be supported by Executive Director.

1.3 Purpose of the assignment

The purpose of the consultancy is to facilitate the review and development of operational policies for AFOD South Sudan, aligned to the National Policies of the Republic of South Sudan.

1.3.1. Specific Objectives:

- To conduct a comprehensive internal and external desk review and interviews with AFOD staff and key stakeholders to understand the policy environment so as to establish the strengths, weaknesses and opportunities and threats in the external environment for better understanding.
- To develop comprehensive operational policies for AFOD South Sudan aligned to the National Policies of the Republic of South Sudan.
- To convene a validation session to present the final draft policies to AFOD management, staff, Board of Directors and to some key selected stakeholders (especially Ministry of Labour) for their review and final endorsement.

2.0 Scope and Focus of the Assignment

The consultant is expected to develop HR Policy, Finance policy, Procurement Policy, Fraud Control Policy, AFOD staff safety and Security guidelines, standards rules and regulations, and any other relevant policies as may be determined necessary. The focus of the assignment will be;

- Conduct situation analysis for AFOD South Sudan Policy environment.
- Conduct in-depth review of AFOD current policies and guidelines.
- Draft the AFOD South Sudan Operational Policies to be presented to senior management, Board of directors (BOD) and some key stakeholders.
- Submit the Final policy documents.

3.0. Policy review methodology;

A consultative and participatory approach will be used which among others include the following:

- Review the current policies and rules and regulations to guide the process.
- Hold consultative meetings with AFOD senior management and some key selected stakeholders to solicit their ideas and opinions.

TOR for Consultant to review and develop AFOD South Sudan operational Policies and Guidelines



- Drafting of the operational policies based on the review process and their inputs from internal and external stakeholders.
- Conduct validation session/meeting to review the final draft of the operational policies, rules and regulations.

4.0 Roles and Responsibilities

AFOD and the Strategic Planning Committee of the Board will be responsible;

- Preparing the Terms of Reference
- Selecting, contracting and managing the Consultant
- Covering the costs of and managing communications and logistics associated consultancy;
- Actively engaging with the Consultant during the review and development process.
- Identifying some key selected stakeholders needed to facilitate the review process.
- Identifying the relevant policies to be developed.

The Consultant will be responsible for:

- Preparation of a work plan and an appropriate review framework
- Actively engaging with staff, senior management, Board members and other stakeholders.
- Reviewing/developing AFOD South Sudan Human Resource Policy, Finance policy, Procurement policy and Fraud policy, existing analysis and literature of the policy process at national and local level.
- Reporting progress on regular basis;
- Production of deliverables in accordance with the requirements and timeframes of the Terms of Reference.

5.0 Deliverables;

The consultant will provide the following deliverables:

Outcome;

AFOD South Sudan operational policies reviewed and approved by AFOD management (Hard and soft copy).

Specific deliverables;

- Situation Analysis of the AFOD South Sudan policy environment (Hard and soft copy).
- AFOD staff, BOD and some selected stakeholders' validation meeting/session.
- AFOD South Sudan operational policies aligned to the national policies.
- A report of the validation meeting for the operational policies with AFOD staff, BOD and key stakeholders.
- Two (2) hard bound copies of each operational policy and soft copies including a summarized power point presentation of each policy document.



6.0 Consultancy period;

The Consultant is expected to complete this assignment within 60 days including weekends starting on 1st April to 30th May, 2016.

7.0 Qualifications academic;

- He/she should hold master's degree in MBA, Public Policy, Public Health, International Health and Health Policy planning.
- He/she should possess wide knowledge and experience in development of organization strategic plans and policy documents with adequate insight of global perspective.
- The consultant must have strong writing and presentation skills and has ability manage large audiences;
- At least 10 years' experience in NGO management and programme development in developing countries, with at least 3-5 years' experience in policy development environment.
- Demonstrate high quality work at national government levels in developing countries and ability to work in resource limited environments.
- Ability to work in difficult environment with limited resources;

8.0 Required skills and competencies;

- Good report writing and articulation skills,
- Very good analytical skills and strategic thinking;
- Interpersonal communication skills,
- Excellent and advance computer knowledge;

9.0 Application process;

Send a cover letter responding to the Terms of Reference that includes a CV, a proposed work plan and a budget to afodsouthsudan@gmail.com address to the Procurement Committee, Applications should be submitted by 5:00pm East African Time on 15th April 2016.

