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Approved by
Inspector of Labour
3rd/2/26
[Signature]

Terms of Reference (ToR)

Development of Policy Briefs from Four Key draft Education Policies

Position	National Consultant
Organization	National Education Coalition (NEC)
Location	Juba
Duration	3 months
Type of Contract	Short-term (Consultancy)
Application start date	3 rd February 2026
Application End date	20 th February 2026



1. Background

The National Education Coalition (NEC) is a national civil society platform mandated to promote inclusive, equitable, and quality education in South Sudan through policy advocacy, coordination, research, and stakeholder engagement. NEC works closely with MoGEI, development partners, and education stakeholders at all levels to strengthen education governance, accountability, and citizen engagement. As part of its mandate, NEC supports the dissemination and translation of education policies into accessible formats that can inform dialogue, advocacy, and action across the education sector.

In this regard, the Ministry of General Education and Instruction (MoGEI), with support from development partners, developed a number of comprehensive and interrelated education policies aimed at addressing critical system challenges across the education sector. These include policies on female teachers' affirmative action, teacher education and professional development, school inspection and quality assurance, and pre-primary education advocacy and social behaviour change. Collectively, these policies provide a robust strategic and regulatory framework for improving access, equity, quality, and governance within the education system. However, these policies have remained in drafts with little dissemination for sector-wide implementation and monitoring.

As part of our efforts to support and strengthen the education sector, NEC seeks to ensure implementation of all education policies. In this regard, NEC is championing the approval and dissemination of 4 draft policies; namely, teacher education policy, the Female Teacher Affirmative Action Policy, Early Childhood Education (ECE) policy and the dissemination of the School Inspection Framework through the synthesizing of the core messages, priorities, and commitments contained in these policies are translated into concise policy briefs that can be readily used by decision-makers, implementers, advocates, and partners.

2. Purpose of the Assignment



The purpose of this assignment is, therefore, to develop a set of concise, high-quality policy briefs that present summarized and accessible versions of each policy to key education stakeholders at national, state, county, and community levels. The policy briefs will serve as strategic communication and advocacy tools that translate complex and technical policy documents into clear, focused messages that can be easily understood and used by decision-makers, implementers, financiers, and influencers.

Specifically, the policy briefs are intended to support the effective dissemination of the core messages, priorities, and commitments in their entirety contained in each policy. By distilling the policies into short, reader-friendly formats, the briefs will enable stakeholders to quickly grasp the policy rationale, strategic objectives, priority actions, and expected results without the need to engage with lengthy policy texts. This is particularly important for senior government officials, civil society organizations, and sub-national education authorities who require succinct information to inform decisions, planning, budgeting, advocacy, and oversight.

The policy briefs will also be used to strengthen advocacy, coordination, and accountability by highlighting key calls to action, clarify roles and responsibilities of different actors, and outline priority investment and implementation needs. In doing so, the briefs will support consistent messaging across institutions and levels of government, promote shared understanding of reform priorities, and facilitate alignment between policy commitments and operational plans.

Ultimately, the development of these policy briefs aims to enhance policy visibility, uptake, and practical application by ensuring that the core messages of each policy are effectively communicated, widely disseminated, and used to drive informed decision-making and action in support of education sector reforms in South Sudan.

The development of policy briefs is especially critical in the context of South Sudan's decentralized education system, where state and county authorities play a central role in implementation, and where advocacy with political leaders, planners, and financiers is essential to secure sustained commitment and funding. By providing succinct, evidence-based, and audience-focused summaries, the policy briefs will enhance policy visibility, ownership, and practical application, thereby supporting more effective and coherent implementation of the education reform agenda.

3. Objectives of the Assignment

The specific objectives of this assignment are to:

- a) Produce concise and accessible policy briefs that synthesize each of the four education policies into clear, non-technical summaries, enabling key stakeholders to easily understand the policy rationale, strategic priorities, and intended outcomes.
- b) Support effective dissemination of core policy messages by translating complex policy provisions into focused messages that can be widely shared with policymakers, planners, financiers, implementers, civil society actors, and development partners at national and sub-national levels.



- c) Strengthen advocacy, decision-making, and resource mobilization by presenting priority actions, investment needs, and expected results in a format that supports evidence-based dialogue with political leaders, budget and planning institutions, and development partners.
- d) Enhance policy uptake and implementation coherence by clarifying roles and responsibilities of different actors and promoting a shared understanding of reform priorities across ministries, states, counties, schools, and partner organizations.

4. Scope of the Assignment

The scope of this assignment covers the development of **four (4) policy briefs**, one for each of the identified education policies, with the aim of translating the full policy documents into concise, stakeholder-friendly products that support dissemination, advocacy, and implementation.

Within this scope, the assignment will include the following key areas of work:

4.1. Policy Review and Synthesis: The assignment will involve a thorough desk review of the four approved policy documents to identify and extract the core policy messages, strategic objectives, priority actions, implementation arrangements, and monitoring commitments. The focus will be on synthesizing policy content rather than introducing new analysis or policy positions.

4.2. Development of Policy Briefs: For each policy, a concise policy brief (typically 2–4 pages) will be developed. Each brief will present a summarized version of the policy, written in clear and non-technical language, and structured to support quick understanding by diverse audiences. The briefs will highlight:

- ❖ The policy rationale and context
- ❖ Key objectives and priority areas
- ❖ Core messages and calls to action
- ❖ Roles and responsibilities of key actors
- ❖ Priority implementation and investment needs
- ❖ Key monitoring and accountability considerations.

4.3. Audience-Focused Messaging and Dissemination Orientation: The scope includes tailoring content and messaging to ensure relevance for key stakeholder groups, including national policymakers, parliamentarians, Ministry of Finance and planning officials, state and county education authorities, development partners, civil society organizations, and education practitioners. The briefs will be designed to support dissemination through meetings, advocacy engagements, workshops, and digital platforms.

4.4. Stakeholder Consultation and Validation: Limited consultations with relevant MoGEI directorates and selected stakeholders will be undertaken to validate the accuracy, clarity, and relevance of the draft policy briefs. Feedback will be incorporated to ensure that the briefs accurately reflect policy intent and are fit for purpose as communication and advocacy tools.



4.5.Design, Formatting, and Finalization: The assignment will include basic layout and formatting of the policy briefs to ensure they are visually clear, professional, and ready for printing and electronic dissemination. Final policy briefs will be submitted in both editable and print-ready formats.

5. Key Deliverables and Timelines

The assignment is expected to be completed within a short, clearly defined timeframe to ensure timely dissemination of the policy briefs to key stakeholders. The consultant/team will deliver the following outputs according to the indicative timeline below.

Key Deliverables

5.1.Inception Report

- A brief inception report outlining the consultant’s understanding of the assignment, proposed methodology, detailed work plan, timeline, and proposed structure of the four policy briefs.
- The inception report will also include a brief mapping of key stakeholders to be consulted during the assignment.

5.2.Draft Policy Briefs (Four): Four draft policy briefs (one per policy), each presenting a concise and summarized version of the respective policy. Each draft brief will clearly articulate:

- Policy rationale and objectives
- Core policy messages
- Priority actions and calls to action
- Roles and responsibilities of key actors
- Key implementation and monitoring considerations

5.3.Validation and Feedback Summary: A short summary note capturing feedback received from MoGEI and relevant stakeholders during the validation process and how the feedback has been addressed in the revised briefs.

5.4.Final Policy Briefs (Four): Four finalized policy briefs incorporating all agreed feedback. The briefs will be submitted in both **print-ready (PDF)** and **editable formats** to support dissemination and future adaptation.

5.5.Indicative Timeline

Deliverable	Timeline
Contract signing and commencement	Week 1
Submission of Inception Report	End of Week 2
Review and approval of Inception Report	Early Week 3
Development and submission of draft policy briefs	End of Week 8
Stakeholder review and validation	Week 11



Total duration of the assignment: Approximately **4 weeks** from the start date.

6. Reporting and Management

- All deliverables will be submitted to the secretariat of the National Education Coalition which will then be shared with the designated MoGEI focal point for review and approval.
- Feedback on submitted deliverables will be provided within an agreed timeframe to ensure smooth progress.
- Final acceptance of the assignment will be contingent upon the satisfactory delivery of the final policy briefs in line with this ToR.

7. Required Qualifications and Experience

The assignment requires a consultant or consultancy team with strong expertise in education policy analysis, strategic communication, and policy advocacy. The consultant(s) should demonstrate the following minimum qualifications and experience:

7.1. Academic Qualifications

- An advanced university degree (Master's level or higher) in Education, Public Policy, Social Sciences, Development Studies, Communication, or a related field.
- Specialized training or academic focus in education systems, policy analysis, advocacy, or social and behaviour change communication will be an added advantage.

7.2. Professional Experience

- A minimum of 5–10 years of relevant professional experience in education policy development, analysis, or strategic communication.
- Proven experience in developing policy briefs, advocacy documents, or high-level summary products for government institutions, development partners, or civil society organizations.
- Demonstrated experience working on General education sector policies, preferably in one or more of the following areas:
 - Teacher education and professional development
 - Gender equality and inclusion in education
 - Early childhood or pre-primary education
 - Education quality assurance, inspection, or systems strengthening

7.3. Technical and Analytical Skills

- Strong ability to synthesize complex and lengthy policy documents into clear, concise, and actionable summaries without distorting policy intent.
- Excellent analytical and writing skills, with the ability to present technical information in non-technical language tailored to diverse stakeholder audiences.



- Demonstrated understanding of policy advocacy, stakeholder engagement, and communication for influence, particularly in decentralized or fragile contexts.

7.4.Contextual Experience

- Prior experience working in South Sudan or similar fragile and conflict-affected contexts is highly desirable.
- Familiarity with government systems, decentralised education structures, and engagement with ministries, parliamentarians, development partners, and sub-national authorities will be a strong asset

8. Payment Schedule

Payments under this assignment will be made in three instalments, linked to the satisfactory completion and approval of key deliverables, as outlined below:

8.1.First Instalment – 20%: An initial payment of **twenty percent (20%)** of the total contract value will be made upon:

- ❖ Signing of the contract; and
- ❖ Submission and approval of the **Inception Report**, including the agreed methodology, work plan, timeline, and proposed structure of the policy briefs.

8.2.Second Instalment – 50%: A second payment of **fifty percent (50%)** of the total contract value will be made upon:

- ❖ Submission of the **four draft policy briefs**; and
- ❖ Formal review and acceptance of the drafts by MoGEI, confirming that they meet the requirements outlined in the Terms of Reference.

8.3.Final Instalment – 30%: The final payment of **thirty percent (30%)** of the total contract value will be made upon:

- ❖ Submission and approval of the **finalized policy briefs**, incorporating all agreed feedback; and
- ❖ Delivery of all outputs in both editable and print-ready formats.

All payments will be subject to the submission of acceptable invoices and confirmation that deliverables have been completed to the required quality standards and within the agreed timelines.

Submission of Applications

Interested and qualified consultants or consultancy firms are invited to submit their applications to the **Secretariat of the National Education Coalition (NEC)** in accordance with the instructions outlined below.



Application Package

Applications should include the following documents:

1. **Technical Proposal**, outlining:
 - Understanding of the assignment and proposed approach
 - Methodology and work plan aligned with the ToR
 - Proposed timeline for delivery of the assignment
2. **Financial Proposal**, indicating:
 - Total cost of the assignment
 - Cost breakdown consistent with the scope of work
3. **Curriculum Vitae (CVs)** of the consultant(s) or key personnel, highlighting relevant qualifications and experience.
4. **Samples of Previous Work**, particularly policy briefs, advocacy documents, or similar assignments (where available).

Submission Method

Applications can be submitted either electronically to the Secretariat of the National Education Coalition (NEC) via email at: hr@nec-ss.org, or by dropping hard copies to the NEC secretariat office at Complex Building of Catholic Archdiocese of Juba (Curia), St. Joseph Parish opposite Juba Teaching Hospital, Juba.

All application documents submitted electronically should be in **PDF format** and clearly labelled with the subject line: “**Application: Consultancy for Development of Policy Briefs**”

Deadline for Submission

Applications must be received by the NEC Secretariat **no later than 5:00PM on 20th February 2026**. Late submissions will not be considered. Only shortlisted candidates will be contacted for further engagement.

Note: Submission of an application does not guarantee selection, and the NEC secretariat reserves the right to accept or reject any application without obligation to provide justification.

