

**TERMS OF REFERENCE FOR THE CONSULTANT TO DEVELOP NEC
STRATEGIC PLAN (2022-2026)**

1. BACKGROUND

National Education Coalition South Sudan (NEC) is a National Non-Governmental Organization/Coalition established in 2017 and registered (#817) by the Relief and Rehabilitation Commission (RRC) as a non-profit national organization that is focused in the sector of Education in South Sudan.

NEC seeks to develop a five-year Strategy for 2022-2026 the key document that will define its mission and goals. In the proposed Strategic Plan, NEC will revisit its vision, mission, goals and strategic objectives and propose the direction for the next strategic planning cycle running until 2026. NEC seeks to re-evaluate its primary stakeholders while staying true to the vision of 'ensure inclusive and equitable quality education and lifelong learning opportunities for all'.

The strategic plan seeks to reinforce NEC's commitment and approach in addressing issues affecting the education Sector in South Sudan while exploring new ways of maximizing opportunities of strategic engagement with different likeminded partners to amplify its initiatives. It is expected that the new strategic plan will help NEC to articulate its goals and priorities in order to be responsive and accountable to the social, political and economic realities of education for boys and girls in South Sudan.

South Sudan as a country has a growing number of humanitarian actors and institutions supporting the education sector, this is a positive development but also poses challenges if all the interventions are not well harmonized and well-coordinated. With this in mind, NEC seeks to capitalize on these new opportunities whilst meeting the needs of the people who direly need the education services.

The scope and focus of the assignment are to provide technical, strategic and facilitation support to enable the development of NEC strategic plan in line with the current context in its fields of operations, its members and the various contributions they can all bring together.

2. PURPOSE AND OBJECTIVES OF THE ASSIGNMENT

NEC is looking for a **national consultant**, who will closely work with the Board of Directors and the Executive Directors to lead the process of and the development of their strategic plan for the period of 2022-2026.

Specific Objectives:



- ✓ Define the scope of Strategic Plan Development process by meeting with NEC's Board and management.
- ✓ Review and analyze NEC's existing plans and key documents with a focus to understanding "Where NEC is now?"
- ✓ Define NEC's proposition, its strategic priorities and action plans to achieve these priorities
- ✓ Conduct consultative forums with Board of Directors, NEC management and members, key stakeholders and partners, to assess NEC's key learning's and identify strategic opportunities in the current environment with a focus to understanding "Where do we want to be? How will we get there?"
- ✓ Develop an effective internal evaluation mechanism to continually assess NEC's progress in achieving its strategic goals
- ✓ Engage NEC's Board of Directors, management and key stakeholders meaningfully in the process to define the mission, vision, values, objectives and priorities of the Coalition.
- ✓ Draft the Strategic Plan and present it to the Board of Directors and key stakeholders for validation and approval after necessary revisions.

3. PROPOSED METHODOLOGY:

The consultant is at liberty to propose a methodology that would adequately result in the expected deliverables outlined in this ToR. A participatory approach together with critical reflection by the Board, management, members, staff and key stakeholders will make the process meaningful. The following steps are highly recommended for the process.

- ❖ Development of Strategic Planning guidelines and discussion with NEC management.
- ❖ Inception meeting with NEC leadership to review the SP guidelines, followed by preparation of an inception report outlining the key steps, specific deliverables and timelines agreed upon for the SPD process.
- ❖ Review and analyze existing policies and key project documents, relevant sector/partner/donor reports. The aim is to identify focus areas and develop strategic objectives and key result areas for the same as well as key opportunities and gaps, national and global priorities and what works.
- ❖ Undertake stakeholder mapping and analysis; Through a consultative process and application of an appropriate tool of analysis, the consultant will conduct consultations/FGDs with Board of Directors, staff and key stakeholders to identify key strategic areas, critical issues, opportunities and gaps to be addressed in the Strategic Plan.

❖ Develop and administer a questionnaire to NEC members to include a participatory approach to the development of the Strategic plan.

❖ Draft Strategic Plan guided by the following questions:

- ✓ What is the purpose of NEC as a Coalition?
- ✓ Where does NEC want to go in 2022-2026?
- ✓ What does NEC want to achieve during this period?



- ✓ Who does NEC need to collaborate and partner with to achieve its vision and goals?
- ✓ How will NEC work to deliver its targets?
- ✓ How will NEC get there?
- ✓ Which risks might NEC encounter and how will they be mitigated?
- ✓ How will NEC know when it gets there?
- ✓ What is the context in which NEC is working?
- ❖ Review and validation of the draft Strategic Plan. The NEC Board and management will receive and review the draft of the Strategic Plan in a session with the consultant. The consultant will modify the draft based on feedback and share the second draft. Further modifications may be required, but these should be minimal. A strategic development workshop maybe considered to enable the process consultative and engaging.
- ❖ The NEC Board of Directors will formally approve the final document once satisfied and adopt it in a Board meeting

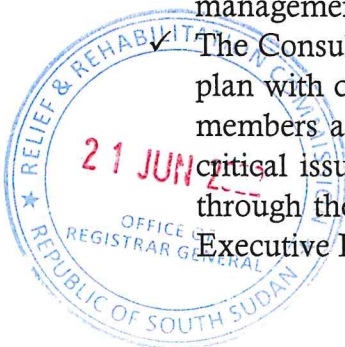
4. ROLES AND RESPONSIBILITIES

NEC

- ✓ The Board of Directors will provide guidance to the Executive Director on development of the Strategic Plan, and will participate in the consultations, review and analysis sessions.
- ✓ The Executive Director will lead the process, to guide and supervise the Strategic Planning process including:
 - Preparing and approving the Terms of Reference;
 - Selecting, contracting and managing the Consultant;
 - Managing the costs of the strategic Planning process,
 - Overseeing the logistics planning for meetings,
 - Engaging with the Consultant during the entire process,
 - Identifying stakeholders, members and linking them to the consultant, within the time agreed.
- ✓ NEC staff will collaborate with the consultant by sharing the relevant program documents and information needed for the strategic planning process.

The Consultant

- ✓ Develop and share tool for collecting information from the board including the management of NEC.
- ✓ The Consultant will be responsible for preparation of an inception report and a work plan with clear timelines, undertaking consultations with NEC Board, management, members and other stakeholders, assessing and analyzing data to identify gaps and critical issues, actively engaging with staff, Board members and other stakeholders through the use of participatory processes, providing regular progress reports to the Executive Director.



- ✓ Preparing a first draft of the Strategic Plan and presenting it for review to NEC Board and staff, modifying the draft based on feedback received
- ✓ Preparing the final strategic plan document.

5. DURATION OF ASSIGNMENT

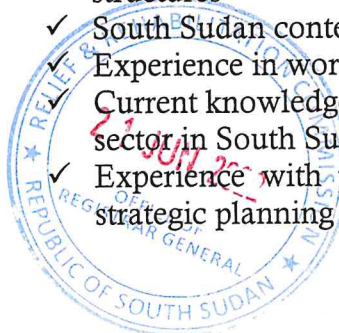
The duration of the assignment is twenty-four (24) working days spread over two month's period.

6. KEY DELIVERABLES:

- ✓ An inception report outlining the steps and methodology to be used in developing the Strategic Plan.
- ✓ Agenda and participant list for the consultative workshop.
- ✓ Conduct FGD/interviews with key stakeholders and members to identify key strategic and program priority issues
- ✓ A comprehensive report of document review and analysis
- ✓ Draft Strategic Plan for review and feedback (with clear vision, mission, TOC, strategic objective)
- ✓ Feedback session from NEC Board of Directors, management and staff
- ✓ Approval from NEC Board of Directors
- ✓ Final Strategic Plan document that includes: Executive summary, background (including SP development process), internal and external analysis, vision and mission statement, organizational values and guiding principles, strategic priorities, metrics to assess progress in the attainment of these strategic priorities, budget, PESTEL and SWOT Analysis and Operational plan.

7. QUALIFICATIONS

- ✓ University degree (PhD or Masters) in organizational development, social sciences, business management, strategic planning, Education or other related fields.
- ✓ At least 5-8 years of relevant experience in NGO sector (Strategic Plan development and organizational development).
- ✓ Demonstrated track record of successfully facilitating participatory strategic plan development
- ✓ Demonstrated experience in facilitating organizational development of non-profit organisation, including in relation to the development/revision of organizational structures
- ✓ South Sudan context (socio-political context)
- ✓ Experience in working in the Education Sector and with Coalition members.
- ✓ Current knowledge and understanding of the issues affecting and associated to Education sector in South Sudan and globally
- ✓ Experience with participatory approaches in conducting assessments and facilitating strategic planning processes



8. APPLICATION PROCESS

Send an application responding to the Terms of Reference that includes a Curriculum Vitae a proposed methodology (maximum 6 pages), an activity time schedule and a financial proposal/ budget to adorr86@gmail.com and cc.mounmundit25@gmail.com and nationaleducationcoalitionssd@gmail.com with the subject "Development of NEC Strategic Plan"

Applications should be submitted by **07th July 2022** (4:00 PM CAT) and addressed to:

The National Coordinator

National Coordinator | NEC South Sudan (NEC)

OXFAM BUILDING, THONGPINY-JUBA-SOUTH SUDAN

adorr86@gmail.com

