

Consultant Terms of Reference for a Country Strategy Development for CARE South Sudan

Background

CARE is a leading humanitarian organization fighting global poverty. CARE has more than six decades of experience delivering emergency aid during times of crisis. Our response focus on the needs of the most vulnerable populations, particularly girls and women. Women and girls are at the heart of CARE's emergency relief efforts because our experience shows that their gains translate into benefits for families and communities.

CARE has been supporting and partnering with vulnerable communities in South Sudan since 1993. Our strategy and programming bridge the spectrum between humanitarian assistance to long-term recovery and development by responding to emergency needs, while building the resilience of the communities within the current situation to withstand possible future crises (conflict or natural disasters). It also includes a strong emphasis on localization in which we work with over 25 local partners and women-led organizations in the delivery of timely, effective, and efficient life-saving services as well as amplify the advocacy for women's rights in South Sudan. CARE's key sectors of intervention are Food Security & Livelihoods, Health & Nutrition, Gender, Protection (especially GBV) and Peace Building in Jonglei, Unity, Ruweng, and Pibor Administrative areas, Western Bhar El Ghazal and Eastern Equatoria states in South Sudan. We also have other national advocacy programs that are run from our country office in Juba.

CARE International in South Sudan intends to develop a Country Strategy for 2022-2025 that aims at articulating CARE's role, niche, strategy, operating model, and required resources in South Sudan for the next three years. Through this Terms of Reference (TOR), CARE South Sudan is looking for a qualified consultant or consultancy firm that can support the development of its Country Strategy.

Objectives of consultancy

The objectives of the consultancy are to support CARE International in South Sudan:

1. To review its country presence and current 3-year program strategy FY19-22
2. Support CARE International in South Sudan to refresh the country strategy for another 3-year period from FY23-25.

Specific Activities

The country strategy review process will involve the following:

1. **Reviewing relevant documentation and conducting key consultations** (internal and external) to inform the new strategy and business model.
 - a. Facilitate a program quality review of the existing strategy by leading a critical and objective self-evaluation to determine the relevance of the country strategy.
 - b. To conduct a literature review that includes a context analysis and key secondary data documents with guidance from the Country Office (CO) strategy review committee.
 - c. Designing and implementing a work plan for consultations with key staff in-country, at the CARE Regional Office, CARE USA, other CMPs and other key stakeholders supporting the country office to ensure inclusiveness of the strategy development process.
2. **Develop the country strategy and annual business plan**
 - a. Produce a first draft of the country program strategy document and annual business plan which will be inclusive of the voice of the country team, partners and beneficiaries, other CARE members partners, and other key stakeholders
 - b. In collaboration with the CO Country Director, coordinate a thorough review process with the strategy review team, SLT
 - c. Finalize and submit the country strategy and annual business plan to the country senior management.

Timeframe

The assignment will be undertaken within 30 working days between September and December 2022.

Deliverables/Outputs:

1. **Inception report:** This report should contain an adjusted timeline for the overall process, a detailed methodology and road map for the strategy development, including who will be involved and when, dates of workshops, list of contacts

of key stakeholders, list of documents which will be consulted, and any other relevant information regarding the exercise. This will be reviewed by the country team before embarking on the exercise.

2. **Program review report** summarizing the program and strategy review process, key consultations, literature review and key assumptions underpinning the country strategy that will be developed
3. **CARE South Sudan Country Strategy:** A well-articulated document outlining CARE South Sudan's strategy and business case for the next three years.
4. **CARE South Sudan Business plan:** A concise business plan spanning 3 years detailing key steps, processes and a RACI matrix for operationalizing the country strategy.

Consultant Requirements:

ESSENTIAL

- Proven extensive experience with INGOs in strategic planning/management, organizational development and management, program design or relevant discipline plus 10 years of related experience; Experience in South Sudan or a similar fragile context is desired.
- Proven extensive experience in facilitating design workshops (virtually and on site) of organizational strategic planning/programming; business/presence models.
- Proven experience in designing and evaluating partnership strategies/approaches.
- Strong understanding and experience in diversified civil society organizations (CSOs) strengthening, especially those in less/developing countries; including with INGOs will be an added advantage.
- Hands on experience in organizational restructuring, including working with INGOs will be an added advantage.
- Good organizational development and institutional strengthening skills including CSOs capacity building.
- Experience in developing business/presence models
- Strong business acumen (e.g. HR and financial management, resource mobilization, legal, compliance)
- Effective interpersonal, oral and written communication skills are required
- Demonstrated ability to meet deadlines
- Ability to work independently within scope of job description
- Ability to establish and maintain effective working relationships with technical staff and clients.
- Excellent English writing skills
- Be able and willing to deploy to South Sudan to facilitate workshops/meetings. Finalisation of the assignment can be done virtually if required.

DESIRABLE

- Ability to manage partner relations.
- Familiarity with CARE's vision 2030, CUSA strategic plan, ECSA roadmap and ability to align strategy is an added advantage.
- Knowledge and work experience in South Sudan or the region

Key Internal Contacts:

- CARE South Sudan Strategy Review Taskforce composed of the Country Director, Senior Leadership Team and 4 members of the extended team
- CARE International Member Partners (CARE USA, CARE Canada, CARE Nederland, CARE Germany)
- ECA Managing Director for Horn of Africa, Deputy Regional Director for Program Quality and CARE USA headquarters

Key External Contacts:

- Partner organizations representatives, donors, and government authorities, Women-led organisations in South Sudan

Reporting lines:

- Reports to the Country Director.

Application Procedure:

Interested consultancy firms are requested to submit their application in a zipped file by email to: SSD.Tender@care.org and CC ssd.procurement@care.org by 30th/September/ 2022

The application file should contain the following documents:

1. Company profile and detailed CVs of key persons to be assigned to the work if a firm is applying;
2. Three (3) page technical offer, with a clear timeframe, detailing how the deliverables will be achieved and why the firm is capable of doing the job, based on proven competencies, qualifications and strong references/credentials ;
3. One (1) page financial offer for delivering the above services, all costs, including transport, should be included in the offer.