

TERMS OF REFERENCE (TOR)

Consultancy to Conduct Organizational Capacity Assessment (OCA) for the National Ministry of Peace Building, Juba South Sudan.

I. SUMMARY OF SERVICE

Location:	Juba, South Sudan
Application Deadline:	22 rd September, 2021
Type of Contractor :	Open (National and International)
Languages Required :	English
Starting Date :	29 th September 2021
Expected Duration of Assignment:	20 Days

2. BACKGROUND

Finn Church Aid (FCA) is a faith-based organization founded in 1947. FCA is the largest Finnish development cooperation organization and the second largest provider of humanitarian aid. FCA operates in around 15 countries in Asia, Africa and the Middle East. We work with the poorest people, regardless of their religious beliefs, ethnic background or political convictions. Our operation includes long-term development cooperation, humanitarian assistance and advocacy, and we operate around three thematic areas: Right to Quality Education, Right to Livelihoods and Right to Peace. Finn Church Aid is a member of ACT Alliance.

3. JUSTIFICATION

FCA is implementing an MFA-Finland Funded Project “*Enhancing Sustainable peace and Intercommunal Reconciliation in Greater Pibor Administrative Area of Jonglei State*”. The multiyear project seeks to support holistic conflict transformation processes and initiatives and facilitate the establishment/ strengthening of local peacebuilding structures and conflict resolution mechanisms. Under Result 3 of the Project “National level peace structures are identified and supported”, this project seeks to undertake a capacity assessment for national ministry of peacebuilding at the national level, to foster an informed partnership support from FCA and other partners as part of the Ministries priority objectives.

The Ministry of Peace Building (MoPB) of South Sudan Transitional Government of National Unity - was established under Chapter one (1.10) of the September 2018 Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan (R-ARCISS), under the Governance cluster to primarily create, develop and implement policies and structures that promote peace, non-violence, dialogue and social cohesion across South Sudan. It is also charged with the responsibility of disseminating the R-ARCISS in South Sudan, the Region and the far diaspora as well as periodically updating the South Sudan people on the process of the implementation of the Revitalized Peace Agreement. To ensure a

more coordinated efforts to achieve these objectives together with partners, the ministry wishes to undertake a mapping exercise of its existing structures and policies at the national level to help develop a robust institutional capacity strengthening and developing relevant policies, frameworks and guidelines to achieving peace in South Sudan.

4. PURPOSE OF THE CONSULTANCY

FCA South Sudan is seeking to procure services of a professional Consultant to undertake this baseline assessment on existing structures, policies, and development of a frameworks for the same.

5. SCOPE OF THE WORK

In fulfilling the requirements of these Terms of Reference, the Consultant will conduct the organizational capacity assessment and review existing strategic plans and other relevant documents to provide an overview and analysis of the capacity strengths and weaknesses across all the MoPB and all its directorates including institutional policy gaps and articulate a capacity building plan to ensure that the ministry's organizational policies and plans, and operational capacity can be better enhanced and coordination mechanisms are put in place for all partners, to progressively move to achieving SDG 16 "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels" particularly in South Sudan.

Main Tasks

- 1) In close coordination with FCA and MOPB teams, conduct institutional capacity assessments of the MoPB. In view of the findings from the Organizational Capacity Assessment (OCA), articulate a capacity-building plan for future implementation by the government and ministries' partners.
- 2) Review the ministries' strategic plans - existing vision, mission and strategic objectives in relation to its overall mandate to determine strategic alignment with core government institutional frameworks such as R-ARCISS and all the targets of SDG 16, and the global discourses of peacebuilding and reconciliation.
- 3) Presentations and participation at the validation workshop as agreed with the FCA and MoPB;
- 4) Analyze the MoPB's Strengths, Challenges, Opportunity and Threats (SCOT Analysis) in relation to its current operations and capacities; and
- 5) In light of the mission, strategic objectives and the SCOT analysis, recommend appropriate models and strategies for enhancing the ministry's operational, coordination, and policymaking capacity in line with its strategic vision, mission and actions.

6. EXPECTED DELIVERABLES

- a) Inception report within 3 days after signing the consultancy agreement with FCA. The Inception report MUST detail the study design and results based conceptual framework, methodology, main evaluation questions, data collection instruments and tools of analysis, work plan/ field work schedule - which indicates the phases of the evaluation, the timing, key deliverables and milestones, and logistical planning. The report should include as annexes; Evaluation matrix/data collection worksheet, sampling details, sources and indicators. The consultant is responsible for obtaining

ethical approval – when required. Further, the inception report should also include a proposal through an outline of the final report.

- b) Draft comprehensive Assessment Report and Capacity development plan based on the findings from the assessment and the associated recommendations. The report should be maximum 20 pages excluding annexes.
- c) Presentation of the preliminary findings to the MoPB and FCA Technical Team
- d) Final Report: maximum 20 pages excluding annexes – consistent with the TOR or as agreed beforehand with the supervisor for this consultancy. The consultant shall submit the final report in both hard copies and electronic copies with;
 - Organisational Structure including; departmental staffing, existing capacities, Institutional policy gaps, and specific capacity needs at the organizational level in relation to MOPB priorities.
 - Recommendations for the most suitable, effective, efficient and affordable modes of capacity development to meet the identified needs.
 - Overall strategies for governance and accountability to improve the MOPB's performance;
 - Mechanisms for the on-going development and performance improvement of the State Ministries of Peace and Commissions;
 - Mechanisms to ensure organizational learning and innovativeness meet institutional, national, and state peacebuilding priorities;
 - Requirements for information management and communication systems to support the recommended business processes between national and state ministries; and

Note:

- The report MUST be formatted in Arial, 11, with a spacing 1.15"
- List of all data (in EXCEL or SPSS compatible formats), transcripts of the FGDs, KIIs, photographs and any approvals granted.
- The list (s) of key informants must be disaggregated by Gender and Persons with Disabilities where applicable.

7. METHODOLOGY

The Organizational Capacity Assessment (OCA) should be participatory and consultative. The consultant will be required to develop and share a detailed methodology, all necessary tools, and propose the outlines/structure of how he/she will carry out the consultancy work. The consultant is expected to conduct;

- a. Desk review: conduct a desk review with documents provided by MOPB and FCA, in addition to those from consultant's own sources and other relevant documents. All references should be listed in the final report.
- b. Secondary data: Verifiable secondary data should be collected. Sources for these data should be clearly documented with verifiable detail.
- c. Primary data: The consultant is expected to collect primary data through KII and other relevant data collection tools. Lot quality Assurance sampling method may be applied. The sample should be equally distributed per units/directorates, per target groups, per subject areas.
- d. Validation of the Consultancy Report: The consultant will be required to submit the findings and analysis of the study in form of a draft report to FCA and MOPB technical team for review and

feedback. The report will be validated through a workshop (in person or online) among key MOPB, FCA, other partner staff, and other stakeholders. The consultant will make the necessary changes as directed by the consultancy steering committee.

- e. All the consultancy support staff such as enumerators will be selected and managed by the consultant

8. TIMELINE AND SUGGESTED CONSULTANCY OUTLINE

The timeframe for this consultancy is 20 days, from the time of signing the contract. The consultant must commit to finish the consultancy within the specified timeframe. The proposed time is divided as follows

#	Task/Deliverable	Estimated No of Days
01	Inception Report & Preparation of work schedule	03
02	Field work/Data gathering	07
04	Data Entry, Cleaning, Coding, and Analysis	02
05	Draft Report	02
06	Presentation of Findings/Validation	01
07	Consultations, Feedback, and final reporting	03
08	Submission of final report	02
	Total Number of Days	20

9. REQUIRED SKILLS, COMPETENCIES AND EXPERIENCE

The consultant (firm) must have expertise and grounded experience in carrying out Institutional Capacity Assessments. The consultant must be able to demonstrate a very good experience on participatory research methods and data collection/analysis tools. He/she should be competent in organizing and interpreting quantitative and qualitative data. S/he should meet the following minimum requirements.

- A post-graduate University degree (minimum a Master's Degree) in a field related to Public Sector Governance and Management; Strategic Management or Organisational Development, and Peace Building and Reconciliation.
- 7 years of professional experience in conducting organisation capacity assessment, change management and strategic planning for Public or Private Institutions including government institutions or agencies on similar assignments.
- Experience in research, public policy development, management and related work
- Excellent analytical, facilitation and communication skills for effective stakeholder engagements/workshops;
- Knowledge of and familiarity with South Sudan especially a comprehensive understanding of the R-ARCISS is desirable.
- Ability to work with minimal supervision, efficiently and deliver on committed outputs under the assignment within agreed timelines and deadlines.
- Capacity to organise and facilitate senior level consultative meetings; and
- Excellent oral and written communication in English.

9. REPORTING

The Consultant reports to FCA's Peacebuilding Advisor whilst under daily support from the Under-Secretary, MoPB.

10. EVALUATION CRITERIA:

The applications will be evaluated by using the **Quality and Cost** approach (combined scoring method) as below.

Technical Proposal Evaluation (70 %)		
a)	Master's Degree from a recognized University in either Public Sector Governance and Management; Organizational Development; Peace and conflict studies; or Public Policy.	10
b)	7 years' or more progressive experience in conducting capacity assessments or baseline studies. Evidence of at least 2 final reports from previous similar work required.	20
c)	Study design, Methodology, and Interpretation of the TOR	18
d)	Relevant 4 Main Assessment Questions	12
e)	Relevant methods for the study	10
Financial Proposal (30%)		
d)	Price (Technical and other fees)	30
e)	Compliance with National Taxation Policies	10
TOTAL SCORE		100

The selected consultant shall be paid in accordance with FCA policies and per achieved deliverables as below.

Deliverable	% to be paid	Date for payment
Inception report, institutional capacity/ needs assessment tools and plan of action for the assignment with an associated Gantt Chart	20% payable upon submission and approval by MOPB/FCA	TBD
Draft Final Report of the Organizational Capacity Assessment for the MOPB, including a capacity development plan.	30% upon submission and presentation of the report to MoPB/FCA and partners	
Final report and a comprehensive Strategic Review Report of the findings from the assessment and the associated recommendations	50% upon submission and approval of the final report by FCA	

11. APPLICATION Procedure:

Interested applicants (individual consultants or firms) who meet the above requirements can submit their applications **23rd September 2021** NOT LATER THAN **16:00hrs** South Sudan Time

The Application should include;

- I. A one-pager cover letter indicating the consultant's expression of interest.
- II. Technical Proposal (maximum 10 pages) containing an Introduction, an interpretation of the TOR, design and conceptualization of the assignment, proposed methodology, methods, main assessment questions, and proposed work plan.
- III. A Financial proposal (maximum 1 Page) in USD Only. This include *Technical fees, Airfare/ local transport, validation workshop costs for 20 people, Design and Printing 10 copies of the final report,*

and all other related costs relevant to the consultancy. FCA shall withhold 20% of the Consultancy fees per South Sudan taxation policy.

- IV. The Detailed Curriculum Vitae of the Lead Consultant(s) with at least 3 professional referees (official emails ONLY)
- V. 2 Approved sample reports of such previous consultancy

Applications should be submitted by email ONLY with the heading **“ORGANIZATIONAL CAPACITY ASSESSMENT PROPOSAL”** to Procurement.Ssuko@kirkonulkomaanapu.fi . Only candidates who meet the minimum requirements will be contacted.

Note:

- *FCA is an equal opportunity employer with zero discrimination policy*
- *FCA has zero tolerance concerning aid diversion and illegal actions and may screen potential applicants, contractors, suppliers, consultants, etc. against international lists to ensure due diligence and compliance with Anti-money laundering and Combating the Financing of Terrorism requirements*