



# Christian Mission for Development

*Transforming lives, building communities*

## RFP for Consultant for Strategic Plan Review and 2023-2027 Strategic Plan Development

### CONSULTANCY TYPE: INDIVIDUAL CONSULTANT

#### CONSULTANCY TASKS AND ACTIVITIES:

- I. 2018-2022 STRATEGIC PLAN REVIEW
- II. 2023-2027 STRATEGIC PLAN DEVELOPMENT

### INTRODUCTION

#### 1. Overview of the organization

Christian Mission for Development (CMD) is a registered non-profit, non-governmental, multi-sectoral relief and development organization dedicated to fighting poverty and injustices to reduce human suffering and enhances communities' livelihoods. CMD was established in 2005 and has been in operations, mitigating suffering through provision of lifesaving assistance and essential social services to most vulnerable communities focusing especially on women, children and youth initiatives

Over the past years, CMD works to equip people with skills, knowledge and helps communities rebuild their livelihoods through resilience building programs in collaboration with other stakeholders to become self-sufficient, and to increase pools of capable community facilitators to transform communities out of extreme poverty, hunger, illiteracy, and diseases, and to improve social amenities, welfare and economic livelihoods of the society

CMD has established strong organizational policies and management standards, these include a state-of-the-art human resource, financial and procurement management policies that are continuously reviewed with active participation and inputs of staffs, beneficiaries, experts and donors. Staffs have opportunities for furthering their careers through both in-house trainings and sponsorship abroad that equip them with the necessary expertise and skills to deliver on their mandate.



Since then, the organization has increased its capability with an increase in staff, partners, and volunteers to match the increase in its programs and projects as it spreads widely to different parts of East Africa. With this, CMD activities have attracted several partnerships with both Local, regional and international relief and development actors, Government line ministries, institutions and individuals with whom we share common goals. Today, CMD serves over “500,000 people” a year.

## **2.2 The Identity of CMD**

### **2.2.1 What CMD does**

As an organization, we strive to provide holistic services to vulnerable communities.

### **2.2.2 Our Vision**

CMD envisions empowered, holistically transformed and economically self-reliant communities growing in unity and diversity.

### **2.2.3 Our Mission**

CMD exists to inspire, empower and transform communities through provision of holistic social services while strengthening resilience for self-reliance”.

### **2.2.4 Objectives**

**CMD espouses five objectives as follows:**

1. i) To increase provision of basic and holistic development services that strengthen resilience by reducing extreme poverty, illiteracy and injustice among vulnerable communities.
2. ii) To improve access to inclusive education, food security, WASH, health and child protection services among the vulnerable communities by providing timely life-saving assistance and enhancing livelihoods sustainability.
3. iii) To elevate women and youth capacity through trainings, employment, encourage equal participation in decision-making; enhance enterprises schemes and inter-cultural mutual bond that build tranquility between communities.
4. iv) To coordinate and collaborate with local, national, regional, international, charitable organizations, foundations, individuals, donors and UN agencies to share



skills, knowledge and information aimed at achieving “Sustainable Development Goals” and community welfare.

### 2.2.5 CMD’s Core Values

- **Transparency and Accountability:** CMD values openness in selection of staff, timely payment of staff and suppliers, fair selection of clients/bidders, timely procurement and implementation, timely reporting to donors, stakeholders and beneficiaries’ involvement in programming and implementation with openness and transparency.
- **Service:** CMD was founded on Christian principles of love, peace, joy, patience, kindness, faithfulness, honesty, self-control, hope, order and commitment in service of God and humanity. In its work, the organization embraces the model of “**Jesus Christ**” who came not to be served but to serves (**Mark 10:45**). At all times, we seek to honor God by delivering quality services to our beneficiaries and communities.
- **Equity and equality:** CMD believe that people with different needs belong to the community and have equal access to humanitarian assistance and financial resources without discrimination. The organization is committed to respecting rights, including women, children and vulnerable individuals’ rights within the society we serve.
- **Respect:** CMD upholds respect and values within its staffs, stakeholders, beneficiaries, donors and authorities. This is evidenced in our respect to agreements and compliance to systems and procedures.
- **Professionalism:** CMD believes in recruiting and retaining qualified staffs, quality service delivery, continuous learning, skills development and change management.
- **Integrity:** The organization believe in wholeness, absolute upholding of Christian values, uprightness and practicing honesty in day-to-day deeds.
- **Unity and Diversity:** CMD affirms the importance of unity with diversity of race, religion, gender, rights and languages in its staff, partners, communities and amongst all people.





## 2. Overall Objective of the Consultancy

CMD seeks to engage a consultant (Individual) to conduct a technical review of the 2018-2022 strategic plan and support in developing a 5 year strategic plan (2023-2027). The overall objective of this consultancy is to develop a Strategic Plan for CMD.

The specific objectives are;

- i) To conduct a SWOT analysis so that the organization can improve / enhance their services to the community.
- ii) To review the 2018-2022 milestones so that that the organization can be able to keep to their mission and vision and also to ensure that is fulfills its mandate in the next phase.
- iii) To suggest modalities for CMD to promote ownership/involvement, research, themes around localization, organization learning, knowledge management and advocacy.

### TERMS OF REFERENCE:

CMD is seeking proposals from qualified consultants to conduct a technical review of the 2018-2022 strategic plan and support in developing a 5 year strategic plan (2023-2027). The consultants' responsibilities shall include among others.

- i) **Scope of Work**
  - a) Study 2018-2022 annual reports and organization audits and develop noticeable trends against the 2018-2022 strategic plan.
  - b) Express and document a professional opinion on the findings of the study and share and suggest ways to be improved and areas to be scaled up.
  - c) Consultative meetings and discussions with CMD management
  - d) review both primary and secondary documents/literature in order to obtain both secondary and primary data and information needed for the development of the strategic plan.
  - e) interview and involve key stakeholders with the aim of ensuring their full participation and ownership of the process.
  - f) Facilitate Strategic planning workshop with CMD Management Team and the board
  - g) Develop a draft strategic plan document will be developed which will be shared with CMD management for their review and input.
  - h) Develop the final strategic plan document after incorporating feedback from the CMD's management.



ii) **Duration**

14 days (3<sup>rd</sup> February to 21<sup>st</sup> February 2023) - inclusive of preliminary meeting, document/literature review, interviews, workshop facilitation, development and finalization of strategic plan documents.

iii) **Deliverables and reporting requirements**

- a) **Inception Report:** The consultant will prepare and submit an inception report describing detailed work plan, methodology, data collection tools and detailed timeline
- b) **Meeting/ presentation:** To disseminate key (draft) findings to the management team. Reactions to the preliminary report/ presentation will be accommodated in the final plan.
- c) **Draft Plan:** A draft plan will be submitted to the management team for review and feedback.
- d) **Final plan:** A final strategic plan document for CMD which provides 2023-2027 strategic focus. The final plan will be made available no later than (February 20<sup>th</sup> 2023) and will address the issues and questions raised in this ToR and correspond to the objectives set out above.

3. **How to apply and a follow-up communication**

- **Application formats** (technical application, budget, about consultant & its team)

Bidders can choose any standard application contents/format for their application. However, it is recommended that the application contents some of the basic components as below -

- A cover letter explaining the reasons for applying and their understanding of the context and the task.
- A technical proposal outlining their understanding of the subject matter, scope of the study, methods, sampling detailed, training and field management protocols for enumerators/researchers, and data analysis and report writing plan.
- The technical proposal also requires a work breakdown with a timeline (Gantt chart).
- The budget of the consultant needs to be clearly stated and justified. The budget of the assignment should include every cost required for the deliverables. CMD will deduct any required tax at source according to the applicable national law.
- Curriculum vitae (if individual) outlining relevant skills and experience meeting the requirements.



- Any time limitations or constraints to your availability during the proposed period should be clearly stated.
  - Two professional references should be provided (name, designation, address, and contact info) who could be contacted to comment on the organization/individual applying for this task.
- **Address and number of copies, submission deadline and timeline**

A print copy of full set of application should be delivered to the Procurement Department at

**Christian Mission for Development (CMD)**

**P.O. BOX 200, Juba, South Sudan**

**Tongpiny area - Juba, South Sudan**

**(Next to Catholic University)**

Alternatively, the applicants can e-mail their full and zipped proposal directly to

[info@cmd.org](mailto:info@cmd.org) or [jobs@cmd.org](mailto:jobs@cmd.org)

- **Questions and answers**

All questions related to this RFP awarding process should be addressed exclusively to [info@cmd.org](mailto:info@cmd.org) or [pc@cmd.org](mailto:pc@cmd.org).

Communication or persuasion to influence the selection process in any form will disqualify the candidacy for the assignment.

#### **4. Eligibility, proposal assessment grid, and timeline**

- **Eligibility**

Any individual that has a professional track record of conducting impact evaluation for development projects can apply to the call. Some specific eligibility criteria are as below -

Extensive experience in strategic plan development and reviews in the past.

- Strong analytical and writing skills and knowledge of qualitative and quantitative evaluation methodologies.
- It is mandatory that the researcher is available (online or in-person) if they are called for interview taking place after short listing.





- Sensitivity to cultural/historical context in the data collection process and survey management.
- Fluency in English, Juba Arabic, and other local languages in South Sudan local languages required.

- **Proposal assessment grids**

Apart from the general selection criteria, the following specific grids will be used to assess the proposals:

**Consultants Assessment Grid**

| SL    | Assessment Criteria   | Score |
|-------|---|-------|
| 1     | Understanding the scope of the assignment & project context | 15    |
| 2     | Methodology   | 25    |
| 3     | Competitive fee (budget)                                    | 20    |
| 4     | Relevant experience in South Sudan                          | 25    |
| 5     | Work breakdown with a tentative timeline                    | 10    |
| 6     | References  | 5     |
| Total |   | 100   |

Depending on the assessment score, completeness of the technical proposal and budget (fee), CMD assessment committee may invite short-listed consultant/s for clarifications and negotiation. CMD has sole rights over the selection process as governed by the CMD procurement guideline.

**The last date of proposal submission is 1 February, 2023.**



