

**CARE INTERNATIONAL IN SOUTH SUDAN**

**TERMS OF REFERENCE FOR STRATEGIC PLAN DEVELOPMENT FOR WOMEN LED ORGANIZATIONS IN JUBA, BOR AND TORIT SOUTH SUDAN**

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| **Organization** | CARE International in South Sudan |
| **Project Name** | Women’s Voices and Leadership |
| **Sector(s)** | Gender and Protection – Women, Peace and Security |
| **Assignment Task** | Facilitate the strategic plan development process tailored to each organization core values, vision and mission statements (for five partners in Torit, four in Juba and four in Bor) |
| **Assignment Location** |  Torit-Eastern Equatorial, Juba-Central Equatorial and Bor-Jonglei State  |
| **Reporting To:** | WVL Program Manager |
| **Duration** | 27 working days  |
| **Possible start date** |  10 June, 2021 |
| **Possible end date** | 16 July, 2021  |

**Background:**

CARE is a humanitarian and development non-governmental organization committed to working with poor women, men, boys, girls, communities, and institutions to have a significant impact on the underlying causes of poverty. CARE seeks to contribute to economic and social transformation, unleashing the power of the most vulnerable women and girls.

CARE’s operations in South Sudan dates back to the early 1970s, focusing on emergency and disaster relief to the conflict affected populations. Currently, CARE South Sudan works in the six States of; Unity, Jonglei, East Equatorial, Bahr el Ghazel, Central Equatorial and Upper Nile States in addition to Greater Pibor and Ruweng Special Administrative Areas, addressing both humanitarian and recovery/development needs. Through its emergency humanitarian response and recovery programming, CARE South Sudan focuses on four broad areas namely Gender and Protection, Food security and Livelihoods, Nutrition and Health, and Partnership and Advocacy*.*

**Introduction of Women’s Voices and Leadership Program.**

CARE South Sudan, with funding from Global Affairs Canada, implements the Women’s Voice and Leadership (WVL) project in Eastern Equatorial, Central Equatorial and Jonglei states. WVL-SS is a four-year project to support strengthening the capacities of local and national women-led organizations (WLO) seeking to empower women and girls; advance the protection of women and girls’ rights and achieve gender equality. CARE recognizes the link between poverty and gender inequality and the need for humanitarian organizations to design, plan and respond to the needs of affected women, girls, men and boys in ways that promote gender equality. Central to CARE interventions in South Sudan, is the focus on women and girls through working with WLOs.

The South Sudanese women-led organizations operate in a challenging environment with limited resources and increased capacity gaps to better implement their programs or invest in their institutional growth. The WVL project aims to provide targeted support to selected WLO to address these challenges and help them respond to gender inequality and issues that affect women and girls in their communities. The WVL project will strengthen the capacities of WLO through providing: multi-year funding grants to WLO, fast responsive funding for short-term discrete advocacy, innovative and strategic activities (through a separate process), institutional capacity building support, networking and alliance building among WLO. In order to this, it is critical for WLO to have clear vision, mission and focus areas of advocacy and response through developing strategic plans to guide their work.

**Overall, the project aims to achieve the following outcomes:**

* Improved management and sustainability of women-led organizations
* Enhanced performance of women-led organizations in programming, advocacy, feminist transformative community engagement and institutional capabilities to advance gender equality and empower women and girls
* Increased effectiveness of national, state and local women-led organizations’ platforms, networks and alliances to influence, policy, legal and social change in the country.

**Overall Context Humanitarian inclusion of NNGO in decision making and access to funding by WLO.**

The WVL-SS baseline study was conducted in July 2020. The baseline focused on the 16 WLO partners who have been selected to receive multi-year funding in Central Equatorial, Eastern Equatorial and Jonglei States. A total of 80 respondents were targeted (5 per WLO: 2 board members, 1 executive director and 2 other staff), from which 74 responded to the study, for a 92% response rate. This survey found that 68% of the respondents said that their WLO had a strategic plan, and among those, 87% had participated in the development process. 56.8% respondents said that their organization did annual planning based on their strategic plan. 54%, of the respondents confirmed that their level of confidence in creating strategic plan was average. 38% expressed high level of confidence while only 8% had low confidence. Despite this positive findings, most of the strategic plans of the partners either need to be reviewed or developed to align with their current activities in the communities.

However, the organizational capacity assessments conducted for the 16 WLO partners receiving multi-year funding and capacity building support in December 2019. It indicates that 12 out of the 16 WLOs identified strategic and operational planning among their priority capacity building needs.

**Purpose / Role**

In light of the project overall goal, the capacity assessment partners’ outcomes and priorities require capacity building of the WVL project implementing partners in Jonglei, Juba and Torit. The services of an experienced consultancy firm or individual is being requested to design, train and support the partners to develop strategic plans and a training report of 2-3 pages including evaluation and photos for the identified CARE’s partners under WVL project in Jonglei, Juba and Torit. Finally, refined strategic plans will be shared with CARE South Sudan and the WLOs to be implemented, guided by annual operating plans as part of the package.

**Overall Objectives:**

* Introduce the WLO staff/ volunteers and board members to understand the strategic planning process and define key elements; vision, mission, core values, SWOT and environmental scanning
* Create a guide and support the WLOs to develop their strategic plans using their experiences
* To support the targeted WLOs to produce their operating annual plans to operationalize the strategic plans in the future

**The Scope of the consultancy:**

* Develop a participatory process and tools for strategic plan development
* Facilitate the strategic planning process for four partners in Bor, four in Juba and five other partners in Torit, tailored to each organization needs and resources available to implement the action plan.
* Accompany / support each WLO to develop new strategic plans or strengthen / update existing ones
* Consult with various board and involve them in the planning process
* Help partners to update their organizational mission, vision, and core values
* Guide the partners to relate their core values, vision and mission statements to their strategic direction.
* Support in defining partner’s program thematic areas
* Facilitate the partners to develop the long term goals of their organizations and relate with the action plan.
* Facilitate the process of the SWOT analysis for each partner.
* Help partners do environmental scanning (PESTEL) for their organization
* Help the WLOs define their organization’s identity and contribute to its grassroots development.
* Help partners prepare a budget as a guide for resource mobilization to support implementation of the strategic plan.
* Help the organizations to allocate and distribute available resources and identify ways to utilize them.
* Support the WLOs to develop an annual operating plan to operationalize their strategic plan.
* Produce strategic plan documents and reports for the four partners in Jonglei, five in Torit and 4 in Juba respectively.

**Location and Timeline**

The strategic planning process will be facilitated by a consultant for partner organizations in Jonglei, Central Equatorial and Eastern Equatorial states. This assignment will cover a period of 27 days from 10 June-16 July, 2021.

**Methodology**

The consultant will offer two days training, one each in Bor, Juba and Torit for overall 13 organizations. The training will bring partners together to have a learning point, where participants will be practically participating in the strategic planning process, step by step on key concepts. After the two trainings are concluded, the consultant will accompany and support the WLOs to develop their strategic plans as individual organizations through follow up mentorship support that will be provided. The WLOs will submit their draft strategic plans for the consultant to review and ensure they are aligned and comments are provided on rolling basis on each plan for the WLO leadership to address the comments, integrate inputs and provide feed back that are useful to the finalization of the strategic plans. The WLOs will again share the copies with the consultant for final check. The last stage will involve the consultant sharing the finalized plans with CARE-WVL staff for final review and feedback where inputs will be integrated, finalized and thus submit final copies to both WLOs and CARE.

**Deliverables.**

* Inception report detailing work plan, timeline and methodology to be used
* The consultant will be expected to offer 2-days training, one each in Bor for 15 people from 4 organizations, in Torit for 18 participants from 5 organizations and in Juba for 15 participants from 4 organizations
* Submit 2-3-page training report covering Bor, Juba and Torit with evaluation results and photos attached
* Submit thirteen (13) strategic plans for targeted multi-year partners in Bor, Juba and Torit
* Develop a template and support WLOs to produce annual operating plans for their organizations
* Share any other material that could be relevant to partners.

**Outcomes for this assignment include:**

* A valid strategic plan (4 WLOs in Central Equatorial, 4 in Jonglei and 5 in Eastern Equatorial state)
* Review of an existing strategic plan (2 WLOs in Central Equatorial)
* Yearly operational plans of the organization (all the targeted WLOs in Central Equatorial, Jonglei, and Eastern Equatorial state)

**Information and Co-ordination**

Provide regular updates to the WVL Program Manager and team on progress, priorities and constraints – verbally and in writing during the course of the assignment

**Consultancy Competency**

* Must have experience in facilitating training on strategic planning and development.
* Must be familiar with South Sudan Context, Civil Society and Women led programing
* Must have Masters preferably in development studies and gender related courses.
* The person must have experience in developing strategic plans for humanitarian and development organizations over the years
* Must be ready to deliver the task within the agreed timeframe while accommodating comments and feedback from the WLOs.
* Must have excellent communication and report writing skills
* Willingness to travel to Bor and Torit field of assignment

**Expected requirement:**

* Technical proposal including a profile of the consulting firm or individual consultant
* Detail activity work plan with implementation timeline and field trips allocation
* Detail methodology to be used
* Financial proposal with detail budget for all activity related cost
* An updated CV of a firm or individual consultant

**General conditions of the consultancy.**

* In the field, movement from one WLO office to another during the mentorship and picking and drop off consult from to Hotel during the training will be covered by Care
* CARE will provide accommodation for the consultant in the field.
* Logistical support (access to official facilities including internet, documentation, printing, photocopying of training materials shall be covered by CARE.
* Meals and other incidentals will be covered by the consultant (CARE will provide per diem based on officials rates)
* The consultant will conduct his/her work using his/her own computer.
* The travel related cost to Torit and Bor will be covered by CARE.
* In Juba, the consult movement to the training and during follow up mentorship shall be covered by the consultant

**Additional information**

* Consultants shall abide to WHO and Government of South Sudan COVID-19 SOPs.
* Consultants shall be required to sign and abide to CARE Safeguarding Policy (which includes prevention of sexual exploitation and abuse, and behavior protocols)
* Consultants shall abide to EU beneficiary data privacy/management policies

**Submission**

If you qualify, please send your CV (max 3 pages), Technical bid and financial proposal (max 8 pages) detailing methodology, work plan and budget. The Technical proposal with budget and CV should be sent to Richard.Matale@care.org copying Malish.John@care.org and Susan.Ariye@care.org.

Email title should read: **“CARE International WLO Strategic Plan Development Consultancy”. Interested consultants should submit applications by June 1, 2021.** We are able to accept emails up to 5MB. If your attachments are over 5MB, you can submit your application in hard copy.

Deadline for expression of interest will be 31st May 2021 before 5PM.