

Plan International Inc. South Sudan  
Hai Jerusalem  
PO Box 182,  
Juba, South Sudan

Web: [www.plan-international.org](http://www.plan-international.org)



## **INVITATION TO TENDER (ITT)**

**Company Name:**

### **IMPORTANT INFORMATION**

- (a) This document is **not a Purchase Order**, but an "Invitation to Tender".  
(b) Your Tender Document should be enclosed in a **plain envelope** and clearly marked "**TENDER NO. 073T/FY25/SSD1/ORGANIZATIONAL STRUCTURE CONSULTANCY SERVICE**" and addressed to "**THE TENDER PANEL**" Plan International South Sudan to be hand-delivered to Plan International South Sudan office at Hai Jerusalem Juba South Sudan or by email to [SSProcurement.Committee@plan-international.org](mailto:SSProcurement.Committee@plan-international.org) not later than **12:00pm of Monday 16<sup>th</sup> June 2025**

Date: 28<sup>th</sup> May 2025

Plan International South Sudan is adopting and looks forward to implementing its new 5 Years' Country Strategy. In order to efficiently and effectively implement the strategy, the organization is seeking a Consultant/Consultancy Firm to review its current organizational structure, and recommend to its Management a more suitable, Lean and Agile Organizational Structure that is Fit for the purpose in alignment with the new Country Strategy.

Therefore, Eligible, Relevant and Capable Human Resources Consultants/Consultancy Firms are hereby invited to submit their Technical and Financial Proposals supported with the documents of eligibility outlined in the Selection Criteria section of this ITT here below, for **Provision of Consultancy Services on the Organizational Structure**, as comprehensively described in the attached Terms of Reference (ToR).

Bidders are reminded to carefully follow all instructions stated in this ITT by providing all the required information and documents in the most accurate manner, or otherwise, tender documents for any non-complying bidder shall be disqualified. Thus, all the spaces provided in this document MUST be filled with the required information accordingly.

The overall **Consultancy Fee** being summarized from the Detailed Financial Proposal should be quoted in the table below.

**NOTE:** For any successful Consultant/Consultancy firm not incorporated/registered in the Republic of South Sudan, Plan International South Sudan shall withhold 20% of the entire Consultancy Fee and pay it to the Government of South Sudan as per the requirements of Section 92 (g) of South Sudan Taxation Act 2009 amended, and the financial Act of South Sudan 2022/2023.

S/No.	Service Description	Quantity	Unit	Total Cost (USD)
1	Organizational Structure Consultancy Service Fee	1	Lamp Sum	
	<b>Total Monthly Cost (USD)</b>			



## Tender Evaluation Criteria

S/No.	The tender documents shall be evaluated based on the criteria stated here below:	Maximum Score
1	Certificate of incorporation/registration	10
2	Valid Tax Clearance Certificate	10
3	Company Profile (with office address, contacts, main specializations and names of the company directors)	10
4	Evidences of Similar Services provided to other reputable International NGOs	20
5	Competitive price valid for not less than three months	50
	<b>Total Score</b>	<b>100</b>

<b>Important conditions</b>					
(a) Plan International South Sudan will enter into contract agreement with the awarded service provider not a third party.					
(b) Price variation or change of currency will not be accepted					
(c) No tender will be received after closing date and time					
(d) <b>Overwriting and/or use of correction fluid is forbidden and will render the bid document disqualified</b>					
(e) The prices must be in USD.					
(f) All other tender requirements stated on this tender document MUST be met.					
<b>PLEASE NOTE:</b>					
<b>The Tender should be registered</b> at the reception and deposited in the tender box at Plan International - South Sudan Country Office, Hai Jerusalem – Juba South Sudan. <b>(This is a must otherwise failure to register, it will lead to automatic disqualification of the said tender.</b>					
<p>➤ <b>Plan International South Sudan</b> reserves the right to accept or reject any tender either wholly or in part and is not bound to accept the lowest or any tender or assign reasons for its decision. <b>Plan International South Sudan</b> may retender if it deems right.</p> <p>➤ <b>If you do not hear from the tender panel two weeks after the tender closing date, please consider your bid unsuccessful.</b></p> <p>➤ Tenders must be filled in permanent ink. Any tender filled in <b>pencil</b> will be disqualified.</p> <p>➤ All alterations must be countersigned and use of correction fluid is prohibited</p> <p>➤ Bidders must fill in all sections of this form. Failure to do so may lead to disqualification</p> <p>➤ Bidders must ensure accuracy in their calculations both horizontally and vertically.</p>					
<b>CONFIRM</b>	<b>FOR BIDDERS' USE ONLY</b>				
(1)	QUOTATION VALIDITY: _____				
(2)	LEAD TIME PERIOD: _____				



**IMPORTANT NOTE:**

- a) Plan International South Sudan shall pay the successful contracted Security Service Provider in maximum of 60 days from the date of receiving the invoice. Thus, competing for this tender process automatically warrants that the bidder is able to comply with the stated payment lead-time.

**Bank Account Details: (Plan only pays by cheque or Electronic Fund Transfer (EFT) – No cash payments)**

**Account Name:** \_\_\_\_\_

**Account Number:** \_\_\_\_\_

**Bank Name:** \_\_\_\_\_

**Branch Name:** \_\_\_\_\_

**Currency:** \_\_\_\_\_

**Swift Code:** \_\_\_\_\_

**Tel No(s).** \_\_\_\_\_ **Mobile Number:** \_\_\_\_\_

**Email Address:** \_\_\_\_\_

**Physical Address (Office Location)** \_\_\_\_\_

**Managing Director's Full Name** \_\_\_\_\_

**Passport No.** \_\_\_\_\_ **Date of Issue** \_\_\_\_\_

**Signature & Company Stamp:** \_\_\_\_\_







TERMS OF REFERENCE (TOR):  
Organizational Restructure and Staff  
Alignment





Deadline for submission of offers	15-June-2025
Submission of offers to	By Email: <a href="mailto:ssprocurement.committee@plan-international.org">ssprocurement.committee@plan-international.org</a>



## 1. Background Information on Plan International

Plan International is an independent development and humanitarian organization that advances children's rights and equality for girls.

We believe in the power and potential of every child. But this is often suppressed by poverty, violence, exclusion and discrimination. And its girls who are most affected. Working together with children, young people, our supporters and partners, we strive for a just world, tackling the root causes of the challenges facing girls and all vulnerable children.

We support children's rights from birth until they reach adulthood. And we enable children to prepare for – and respond to – crises and adversity. We drive changes in practice and policy at local, national and global levels using our reach, experience and knowledge.

We have been building powerful partnerships for children for over 75 years, and are now active in more than 80 countries.

### About the commissioning office

Plan International works globally to advance children's rights and promote equality for girls and young women. Since 2006, Plan International South Sudan (PISS) has been implementing humanitarian, development, and peacebuilding interventions in South Sudan. PISS collaborates with local and national organizations to co-create, implement, and influence initiatives across various sectors, including education, protection from violence, youth leadership and economic empowerment, Humanitarian Scale-up including food security and livelihoods, nutrition, and WASH (Water, Sanitation, and Hygiene).

## 2. Background/Context

Plan International South Sudan (PISS) is seeking a consultant to review and recommend to PISS management a lean and agile organizational structure aligned with its new Country Strategy (2025-2030). The assignment will be completed over three months in collaboration with a Country Office Task Force.

PISS has developed its new five-year strategy (2025-2030) amid shifting global and regional dynamics, including funding cuts (e.g., USG), high security concern due to a protracted crisis and a transition from direct implementation to co-creation and partnerships with local/national organizations.

### The strategy prioritizes:

- **Programmatic focus:** Education, child protection, youth leadership, economic empowerment, and Core humanitarian scaleup (including cross-border programming).
- **Influencing agendas:** Girls' education, ending child marriage, and youth as ambassadors for peace.

### Rationale for change:

The country office needs a lean structure that is fit for the purpose in alignment with the new country strategy following the considering operational shifts:

- **Localization:** 50% of the €135M portfolio to be channeled through local partners.



- **Resilience & nexus approach:** Bridging humanitarian, development, and peacebuilding (HDP).
- **Cross-border programming:** Addressing the broader regional conflict and its ripple effects in country due to the crises in Sudan, South Sudan, and neighboring nations.
- **Geographical expansion:** Targeting hard-to-reach, high-risk areas while ensuring conflict-sensitive approaches to address high security concern, neutrality, impartiality, access barriers, and displacement dynamics driven by conflict, disaster, or influxes.
- **Shifting Funding Landscape:** Declining grant resources and the emergence of new funding instruments such as commercial contracts, payment-by-results models, locally raised income, and private sector engagement require agile resource mobilization strategies and capacity to adapt to these changes.
- **Financial Management Capacity:** Strong financial management is essential not only to meet funding targets but also to ensure compliance with donor and stakeholder requirements.

The **current structure is misaligned** with these strategic goals. A **Task Force**, supported by an external consultant, will assess the existing setup and recommend a **fit-for-purpose, lean structure** to deliver the strategy.

### 3. Description & Objectives

The exercise will enable us to review and develop a fit for purpose structure and enables;

- The right roles and capabilities
- Enhanced operational efficiency.
- Foster greater inter-departmental collaboration.
- Better align resources and be financially sustainable
- Build a stronger funding base
- A better positioning to focus on our programmatic impact in alignment to the strategy ambition and the broader organization mission and purpose.
- An agile structure which can contract and expand when needed, and this be fit for purpose for the present and the future.

Key objective is to develop a **workforce plan and organizational structure** that enables the effective implementation of the new Country Strategy and supports the **€135M resource mobilization target** (2025-2030).

### Scope of Work & Deliverables





## 1. Organizational Capacity Review

- Assess current structure, roles, and workforce capabilities against strategic needs.

## 2. Workforce Planning & Structure Design

- Conduct a role alignment with strategic priorities.
- Recommend a **lean, scalable structure** (roles, reporting lines, coordination mechanisms).

## 3. Stakeholder Engagement & Validation

- Facilitate **workshops** (planning, validation, socialization).
- Conduct **one-on-one meetings** with key stakeholders.

## 4. Data Protection:

- Adherence to Plan International South Sudan's data protection regulations, safeguarding employee, and organizational data throughout the change process

## 5. Internal Policies and Ethical standards

- Plan's policies and ethical standards to be upheld during the process

## 6. Legal counsel

- Engaging with legal expert's adept in South Sudan employment and organizational law to provide guidance, vet changes, and ensure the change process remains compliant throughout.

## 7. Final Workforce Plan & Structure Proposal

- Deliver a **final report** with actionable recommendations.



## 4. Deliverables and Timeline

### Phase 1 by July 2025

- Build understanding of the TOR, key deliverables and timeline
- Develop an engagement and communication strategy for staff and CMT
- Review of new country strategy and current teams delivering work
- Review organizational structures within Plan International with similar size budgets and programmes
- Submit business case to Country Director to include the cost of the new structure, any legal implications
- Engage with legal expert's adept in South Sudan employment and organizational law to provide guidance, vet changes, and ensure the change process remains compliant with South Sudan law
- related to redundancy and any other related costs.

### Phase 2 by August 2025

- Agree on job design tools (plan has a standard job description template) and clarity on developing each role into a clear job Description that adds unique value. Manage overlaps of roles and ensure job complementarity as per agreed organization structure.
- Agree timelines



- Based on the proposed structure:
  - Conduct job design and analysis
  - Develop/review job descriptions to align with new requirements
- Submit final report to Country Director for approval

## 6. Expected qualifications of Consultant

- Essential -Masters' degree in HRM or related field
- Essential a minimum of 10 years' experience in organizational design processes, job design and job evaluation
- Essential - Experience in leading organizational review work in the INGO sector
- Essential -Strong facilitation skills

## 7. List of documents to be submitted with the Request for Proposal (RFP)

CV

All consultants/applicant are required to agree and adhere to Plan International's Non-Staff Code of Conduct (Annex) and (Non-Disclosure Agreement) Clause.

## 9. Submission of offers

All qualified and interested consultants are requested to apply and should submit a technical and financial proposal to [ssprocurement.committee@plan-international.org](mailto:ssprocurement.committee@plan-international.org)

### Submission of offers

(a) Please send your application to Plan International South Sudan email address; [ssprocurement.committee@plan-international.org](mailto:ssprocurement.committee@plan-international.org) no later than 15-June-2025 referencing "Organisational Restructure and Staff Alignment consultancy" in the subject line and including support documents as outlined.

(b) Please submit proposals addressed to **tender panel** clearly marked as follows; :

- "Organisational Restructure and role Alignment consultancy"
- TECHNICAL PROPOSAL**; 173T/FY25/SSD1/PROVISION OF CONSULTANCY SERVICES and
- Financial proposal**; FINANCIAL PROPOSAL 173T/FY25/SSD1/PROVISION OF CONSULTANCY SERVICES.
- The financial proposal to be USD. (united states dollars)

Items	Level of effort (number of days)	Proposed timeline (dates)	Cost including VAT
Cost of lead Restructure and role Alignment Consultant	90	01 July-30 September 2025	
VAT %			



Only (Total amount including VAT )			
..... Please include at footer of the table for proposal "All the tax determined by law will be deducted by Plan."			

Plan International South Sudan will be responsible for all logistics related to this assignment.

## 10. Evaluation of offers

Shortlisted consultants may be invited to discuss their proposals in more detail at Plan's discretion.

Plan International, at its sole discretion, will select the successful consultant.

Plan international shall be free to:

- Accept the whole, or part only, of any submission
- Accept none of the proposals
- Republish this Request for Quotations

Plan International reserves the right to keep confidential the circumstances that have been considered for the selection of the offers.

Part of the evaluation process may include a presentation from the consultant.

Value for money is very important to Plan International, as every additional £ saved is money that we can use on our humanitarian and development work throughout the world.

Plan International may award multiple contracts and all contracts will be non-exclusive.

## 11. Contract & Payment terms

The payment schedule will be as below:

- First payment: 20 percent of the total contract upon completion of Phase 1
- Second payment: 40 percent of the total contract upon completion of Phase 2
- Third payment: 40 percent of the total contract at the completion of Phase 3

Please note that, if successful, Plan International's standard terms of payment are **30 days** after the end of the month of receipt of invoice, or after acceptance of the Goods/Services/Works, if later.

## 12. Plan International's Ethical & Environmental Statement

The consultant should establish environmental standards and good practices that follow the principles of ISO 14001 Environmental Management Systems, and in particular to ensure compliance with environmental legislation

## 13. Clarifications





The onus is on the invited individual/companies to ensure that its offer is complete and meets Plan International's requirements. Failure to comply may lead to the offer being rejected. Please therefore ensure that you read this document carefully and answer fully all questions asked.

If you have any queries in relation to your submission, or to any requirements of this RFP, please email: [ssprocurement.committee@plan-international.org](mailto:ssprocurement.committee@plan-international.org)

Thank you for your proposal

