



Hope Agency for Relief and Development (HARD)

Project Title: Geared for Success (GFS)

TERMS OF REFERENCE for CONSULTANCY SERVICES

Theme: Organizational Capacity Strengthening.

Position:	Organisational Development Consultant
Responsible To:	Project Manager (Operational and Technical)
	Executive Director -Administrative
	Education Officer (Technical)
Location:	Western Bhar el Ghazal State (Wau County)
Provisional Consultancy Days	25
Tentative Start Date:	13 th October, 2025.

1. Introduction

HARD is a National South Sudanese IDPs led NGO registered with RRC Reg. No. 127. HARD was established in 1995 at the height of civil war between Southern Sudan and Sudan to support communities of the Greater Bahr el Ghazal region who were internally displaced from their original homes and settled in the areas under control of SPLM/SPLA. In the initial years, the organisation provided humanitarian support/lifesavings F&NFIs to the IDPs who were hard to reach by UN-Agencies and INGOs over the years and provided basic education to the displaced children.

After the CPA of 2005, HARD systematically increased its capacity and is currently implementing several emergency and long-term development programmes. The organisation has an independent board of Trustees that oversees its activities and is run by a competent management team and staff headed by the Executive Director. The HARD's Head Office is in Wau town, Western Bahr el Ghazal state. The organisation also has sub-offices in Warrap, Tonj North, NGBS Aweil Town along Airport road, Dem-Zubier in Raja County and a liaison office in Juba – Juba Raha Hotel and several field bases. HARD currently focuses mainly on the following six thematic areas: Food security, and Livelihoods(FSL); Health and Nutrition ; Water, Sanitation and Hygiene (WASH); Education and Adult Literacy; Human Rights, Good governance and Peace-building; and Emergency Response.

In 2023, HARD secured a grant from Global Affairs Canada (GAC) via War Child Canada (WCC) and Oxfam in South Sudan to implement a 5-year education project called Geared for Success (GFS). The project is implemented in Wau County of Western Bahr el Ghazal State, South Sudan.

2. Background/Description of the Project

GFS is a 5-year education-focused, gender-responsive project, aimed at enhancing equitable and inclusive learning outcomes for refugee, internally displaced and host community children and youth, particularly girls and adolescent girls, living in South Sudan and Uganda. GFS is part of a portfolio of projects selected through a 2021 call for proposals, linked to Global Affairs Canada's (GAC) 'Together for Learning' campaign. The project intends to support community-based organizations (CBOs) like HARD with financial and technical support, to enhance their programming aimed at enabling access to gender-responsive education for refugee, internally displaced and host children in the target communities.

GFS is estimated to reach a total of 286,770 people (both directly and indirectly) in the Wau, Malakal and Aweril counties of South Sudan (SSD), and the Yumbe, Terego and Obongi districts of Uganda (UGD). GFS' target regions were selected based on their high concentration of internally displaced persons (IDPs) (South Sudan) and refugees (Uganda), and very low access to gender-responsive quality education.

The ultimate beneficiaries of this project will be learners in Uganda and South Sudan. The project will be implemented by War Child Canada in Canada (WCC) and Oxfam Canada (OCA) in collaboration with six implementing partners in South Sudan; Hope Agency for Relief and Development (HARD); Care for Children & Old Age in South Sudan (CCOSS) and Upper Nile Youth Development Association (UNYDA); and in Uganda; Community Empowerment for Creative Innovation (CECI); Youth Social Advocacy Team (YSAT); and Refugee-Led Organizations Network (RELON).

2.1 Expected project results

1100 - Improved performance of CBOs working on gender-responsive education in Uganda and South Sudan.

1200 - Increased access to gender-responsive quality education for refugees, internally displaced, and host community children and youth, particularly girls and adolescent girls, enabled by CBOs in Uganda and South Sudan.

1300 – Enhanced collective action of CBOs to advance the right to gender-responsive quality education for refugee, internally displaced, and host community children and youth, particularly vulnerable groups in Uganda and South Sudan.

2.2 Capacity Domains

It is on the quest to achieve result 1100 above that Oxfam developed a Capacity Assessment Tool (CAT), to assess HARD's/each CBO's organizational capacity level. Each capacity area was christened a 'Domain' and the state of organizational current capacities was assessed and determined. This tool enabled Oxfam to analyse the deep structure, policies, strategies and practices in place to challenge any gendered biases in the organization. This reflection was necessary to support transformative organizational change for gender justice – i.e. to transform HARD to a Gender-Just Organization. Hence the development of Capacity Assessment Tool for Gender-Just

Organizational Strengthening (CAT4GJO). The toolkit included additional capacity areas on intersectionality, collective and self-care practices, including in digital spaces, promoting environmental best practices, safeguarding and an intentional shift in language from capacity building to capacity strengthening.

3. Objectives of the Consultancy

1. To update and institutionalize a gender-just strategic plan and core governance tools—advocacy, resource-mobilization, and fraud/anti-corruption policy through a participatory process.
2. To establish a gender-just partnership management strategy and train staff to apply it across all stakeholders.
3. To operationalize feminist MEAL and strengthen gender-justice communications/campaigning via tailored materials, in-person trainings in Wau and submit concise training reports.

4. Specific Activities

The specific activities to be carried out as per each domain are indicated below:

4.1 Domain 3: Organizational Resilience and Sustainability

Task 1: Review and update the strategic plan to incorporate gender justice through a participatory process that actively engages key stakeholders and community members, including women and young people.

Task 2: Develop an advocacy strategy incorporating current best practices

Task 3: Develop a resource mobilization strategy that includes diversified funding sources

Task 4: Develop a fraud and anti-corruption policy

4.2 Domain 4- Strategic Gender-Just Relations and Linkages

Task 1: Develop a partnership management strategy that integrates a gender-just lens, accompanied by comprehensive staff training and orientation on the strategy document.

4.3 Domain 5- Transformative Gender-Just Programs and Advocacy

Task 1: Development of Feminist MEAL frameworks and systems including staff training.

Task 2: Training in communications and campaigning for gender justice.

5. Scope of Work

- i. Review and update the existing strategic plan with current NGO global best practices
- ii. Review and update the existing policies with current NGO global best practices
- iii. Conceptualize ideas and information to create new policy documents/frameworks or systems as is required..
- iv. Develop comprehensive training materials as per each task.

- v. Conduct in person facilitations/training to HARD staff, trustees and Board of Directors in Wau as per the agreed work plans.
- vi. Draft comprehensive training reports using the format that will be availed by HARD.

6. Deliverables

Domain	Tasks	Outputs	Location	Consultancy Days(propsed)
Domain 3	Review and update the strategic plan to incorporate gender justice through a participatory process engaging key stakeholders, including women and young people.	<ul style="list-style-type: none"> ✓ Strategic Plan updated and approved with a gender-just lens ✓ Stakeholder consultation notes and validation report ✓ Final approved strategic plan document. 	<p>Home-based (desk review /drafting);</p> <p>Wau (consultations/validation meeting)</p>	<p>5</p> <p>4</p>
Domain 3	Develop an advocacy strategy incorporating current best practices. Also Training in communications, and campaigning for gender justice.	<ul style="list-style-type: none"> ✓ Advocacy Strategy document (goals, audiences, messages, channels etc.) ✓ 12-month advocacy work plan with KPIs ✓ Briefing deck for internal/external use. ✓ Training curriculum and toolkit (messaging, media, advocacy tactics etc.) ✓ In-person staff training in communications delivered; attendance and evaluation reports attached. 	<p>Home- based(drafting);</p> <p>Wau (orientation/training).</p>	<p>3</p> <p>1</p>
Domain 3	Develop a resource mobilization strategy that includes diversified funding sources. Also develop the fraud and anti-corruption policy.	<ul style="list-style-type: none"> ✓ Resource Mobilization Strategy with donor mapping & pipeline. ✓ Concept note templates and pitch materials. ✓ Quarterly target dashboard for tracking. 	Home- based(drafting);	3

		<ul style="list-style-type: none"> ✓ Fraud & Anti-Corruption Policy developed. ✓ Staff/Board briefing note and acknowledgment forms. 	Wau (orientation).	1
Domain 4	Develop a partnership management strategy integrating a gender-just lens; conduct staff training/orientation on the strategy.	<ul style="list-style-type: none"> ✓ Partnership Management Strategy with gender-just criteria & tools ✓ Staff training/orientation delivered; materials & attendance lists provided ✓ Partner engagement plan and MoU templates provided. 	Home-based(drafting/reporting); Wau (training).	2 1
Domain 5	Develop Feminist MEAL frameworks and systems, including staff training.	<ul style="list-style-type: none"> ✓ Feminist MEAL framework and SOPs developed (tools, indicators, templates) ✓ Data quality & safeguarding protocols. ✓ Staff training delivered; report and materials provided. 	Home-based(drafting/reporting); Wau (training).	3 1
			Total Consultancy Days	25

7. Timelines and method of payment

The consultancy job will last approximately for **25 non-consecutive days** starting from 20th October 2025 to 27th February 2026 .

The overall work should be completed in not more than 25 consultancy days. Payment shall be provided upon satisfactory completion of the outputs outlined in the table above. Payment requests submitted by the Consultant must be certified by the GFS project Manager.

8. Reporting

The Consultant shall report directly to the HARD GFS project Manager

9. Travel and Accommodation/Facilities

Consultant will travel from his/her home to Wau training venue on the most direct economic flight. All travel and accommodation costs will be borne by HARD.

Office Facility: The consultant is expected to bring a working laptop with them. Also the Consultant is expected to be well-equipped with their own technological solutions (e.g a smart phone with camera, chargers, personal email address etc)

10. Qualifications and Requirements

10.1 Education:

- Master's degree, or equivalent, in Gender studies ,social sciences, development studies, business administration, management, policy development ,organizational development studies, economic studies or political science. Or equivalent experience.

10.2 Work Experience

- Knowledge of general organizational development issues in NGOs
- Knowledge and experience in policy reviews and development of NGO strategic plans.
- Experience in developing training materials and conducting in person trainings
- Knowledge and experience in change management
- Deep MEAL expertise (ToCs/logframes/indicators/PMFs) with a strong track record in women's empowerment and building gender-just organisations.
- Proven reporting experience (a report sample is requested).

10.3 Competencies

- Experience of undertaking similarly themed consultancies in NGOs especially within South Sudan
- Experience in developing and reviewing strategic plans, policies ,training materials, guidance notes and procedures.
- Ability to lead and conduct training in a productive manner to a group of adult participants.
- Capacity to quickly grasp issues and concepts and articulate ideas in a synthetic and concise manner
- Team spirit and excellent interpersonal skills
- Ability to work under pressure with tight deadlines

10.4 Language

- Fluency in English both written and oral (advanced Level).
- Intermediate proficiency in Arabic or local South Sudanese languages is an asset.

10.5 Required Documents:

All Applicants must include the following;

10.5.1 Technical proposal

The technical proposal should include;

- Interpretation of the TOR and the task to be accomplished and approach to use
- Proposed methodologies/ strategies to undertake the tasks
- A capability statement demonstrating how they meet the required qualifications and competencies;
- Copies of all relevant Curriculum Vitae (CVs). Only CVs for the specific individual(s) that will perform the tasks is required
- Draft work/implementation plan.

- At least one samples of a report for a similar or near similar consultancy works completed within the last 24 months (*this will be treated as confidential and only used for quality assurance purposes*)
- At least two traceable references (including one from your last client/employer) with regards to conducting similar consultancy work.

10.5.2 Financial Proposal

The financial proposal should include:

- Proposed total budget for the consultancy exercise
- Itemized costs per activity line

11. Consultant Selection Criteria

The evaluation criteria will be based on the technical and financial criteria:

- Demonstrable reliability in delivery of timely and quality consultancy services
- Relevant sector specific technical experience & academic qualifications
- Relevant capacity building/strengthening activities undertaken
- Relevant in country experience and availability
- Budget-best value for money

12. Submission

Interested applicants should submit application by email (subject: 'CAT II Consultancy – Action Plan Implementation') to wmudah@hardsouthsudan.org copied to cletokunda@hardsouthsudan.org and pphilipo.2280@yahoo.com

Applications to be received not later than 4:30 pm Juba time(CAT) on 10th October 2025.

Only shortlisted applicants will be contacted.

HARD reserves the right to reject any and all bids without giving any reasons.

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