



Christian Mission for Development

Transforming lives, building communities

PROPOSAL FOR ORGANIZATIONAL POLICY REVIEW & REVISIONS

MARCH 2025

About CMD:

Christian Mission for Development (CMD) is a non-profit, non-governmental, multi-sectoral relief and development organization working to provide holistic services to poor and poverty-stricken communities in East Africa. Founded in 2005, CMD has remained one of the major national NGOs in South Sudan saving lives, alleviating suffering, and helps affected communities rebuild their lives. CMD works with partners to reach hard-to-reach areas with very little or no basic services and significantly in regions affected by wars, poverty, extreme hunger, and illiteracy. Our thematic areas are Education & Child Protection, WASH, Health, Nutrition, Food Security and Livelihoods and Protection.

Vision:

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

Mission:

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





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1. Proposal Overview

The Christian Mission for Development (CMD) is growing, and a great many of its policies, manuals and SOPs have not been updated in more than five years or so. The organization is looking for a consultant/vendor to work with it to review and update the policies, manuals and SOPs as appropriate.

The Christian Mission for Development (CMD) intends to initiate a Request for Proposal (RFP) process to identify a consultant/vendor qualified to facilitate a review of organizational policies, manuals & SOPs and introducing new or amended versions of the same as necessary to ensure alignment with best practices for non-profit operations in the Republic of South Sudan.

CMD requires a consultant/vendor who has demonstrated experience in successfully providing expertise in the process of a comprehensive policy review within aid organizations. The consultant/vendor will liaise with CMD staff and Board of Directors, non-profit sector and, if necessary, legal advisors to ensure that all CMD policies, manuals and SOPs are up-to-date, aligned with legal and expected norms and relevance in the aid sector and across its different settings.

2. Scope of Work & Deliverables

CMD's intent is for the consultant/vendor to review the current slew of about 35 Policies, Manuals and Standard Operating Procedures (SOPs) so as to achieve the following:

- Identify which policies/manuals/SOPs are required by State/National & Humanitarian Laws;
- Make specific recommendations to simplify the policies and ensure they are consistent and flexible in being operationalised at both head office and field levels;
- Make specific recommendations on which policies, manuals and SOPs present conflicting information; and
- Compare the current policies, manuals and SOPs to best practices found in other non-profits and provide recommendations for improvement, including an elaborate tabulation of their implementation timelines.

The Christian Mission for Development (CMD) expects the project to include project management; reviewing and designing updated policies, manuals and SOPs as appropriate; and working with the Executive Director, Head of Programs, Finance Manager, Security & Operations Manager, HR Coordinator and Board of Directors (BoD) to identify and finalize all policies, manuals and SOPs. The proposal also includes:



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- The consultant/vendor should describe its understanding of the work to be performed, estimated hours, and other pertinent information.
- The consultant/vendor should describe its organization, size (in relation to similar databases developed), and structure.
- The consultant/vendor should also describe the qualifications of all staff to be assigned to the project and specify the project manager.
- Include resumes of staff to be assigned to the project. Education, position in firm, years and type of experience, continuing professional education, etc., will be considered.
- The consultant/vendor is not able to sub-contract out any of the work without the pre-approval of CMD.

3. Expectations

- Vendor will meet with Human Resources staff, Head of Programs and Executive Director to review project planning, coordination, and the current policies, manuals and SOPs to be updated and studied, in order to clarify Scope of Services, issues, concerns, desired outcomes, and defined expectations.
- Vendor will prepare a draft written report describing the review process, methodology, findings, and recommendations.
- Vendor will prepare a draft update of the current policies, manuals and SOPs to reflect best practices and recommended modifications/alterations to ensure legal compliance. Vendor shall make every reasonable effort to streamline the policies, manuals and SOPs so that it is an easy-to-use guide for both CMD employees and management, while ensuring the necessary professional outcomes and appropriate policy language are present to provide a best practice product that also protects the organization.
- Vendor will review the draft updates to the policies, manuals and SOPs with Human Resources staff, Head of Programs and Executive Director, and appropriate Board members.
- Vendor will prepare final incorporating revisions resulting from such review.
- Vendor will provide all deliverables in electronic format suitable for ongoing customization and revision, as from time to time requested or directed by CMD.

4. Ownership and Confidentiality

All intellectual property will become the property of CMD. All data remains the sole property of CMD. The vendor shall further agree to keep information related to any and all contracts with CMD in strict confidence, including, but not limited to, the terms of the contract(s) and any confidential business information or proprietary information learned through its dealings with CMD.

5. Proposal Format

To best evaluate the ability of the vendor to meet our goals, all applicants should include the following in their proposals:

- Examples of similarly-complex projects
- Your approach to policy development
- A summary of policy development experience
- A summary of experience in non-profit industry
- Three client references
- Suggested project timeline with major tasks and milestones
- Project budget by line item
- Sample Project Plan
- Identify who will be involved on your project team, their role, and including their relevant experience.

The proposal should contain a detailed description of the activities to be conducted by the /vendor/consultant in order to complete the requested scope of work, including:

- the specific activities to be conducted at each stage,
- a timeline for the activities at each stage,
- milestones and deliverables tied to those activities, and
- a detailed budget for each stage, along with a proposed payment schedule tied to project milestones and/or deliverables.

6. Scoring

Proposals will be reviewed and evaluated based on the following criteria:

- **Qualifications - 20%**
 1. Consultant has the qualifications necessary to successfully complete the scope of work
 2. The consultant has prior experience working on similar projects
 3. The consultant has prior experience working with similar organizations
- **Scope of Proposal - 30%**
 1. The proposal demonstrates an understanding of the project objectives and desired results
 2. The proposal illustrates an approach to the scope of work that will likely lead to the successful development of policies
 3. The proposal illustrates the vendor's ability to successfully execute the proposed approach



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4. The proposal includes an appropriate process to interact with Board members and staff

- **Work Plan - 20%**

1. The proposal adequately details project activities and milestones or deliverables associated with each stage of the scope of work
2. The proposal includes a detailed timeline for each stage
3. The work can be completed within the project timeline

- **Budget - 30%**

1. The proposal includes a detailed budget for each stage of the scope of work
2. Proposed costs are reasonable

7. Conflict of Interest

The Bidder must disclose, in an exhibit to the proposal, any possible conflicts of interest that may result from the award of the contract or the services provided under the Contract. Except as otherwise disclosed in the proposal, the Bidder affirms that to the best of its knowledge there exists no actual or potential conflict between the Bidder, the Bidder's project manager(s) or its family's business or financial interests ("Interests") and the services provided under the Contract.

In the event of any change in either Interests or the Services provided under the Contract, the Bidder will inform CMD regarding possible conflicts of interest, which may arise as a result of such change and agrees that all conflicts shall be resolved to the CMD's satisfaction or the Bidder may be disqualified from consideration under this RFP. As used in this Section, "conflict of interest" shall include, but not be limited to, the following:

- Giving or offering a gratuity, kickback, money, gift, or anything of value to CMD staff member, associate, or Board member with the intent of receiving a contract from CMD or favorable treatment under a contract;
- Having or acquiring at any point during the RFP process or during the term of the Contract, any contractual, financial, business or other interest, direct or indirect, that would conflict in any manner or degree with Bidder's performance of its duties and responsibilities to CMD under the Contract or otherwise create the appearance of impropriety with respect to the award or performance of the Contract; or
- Currently in possession of or accepting during the RFP process or the term of the Contract anything of value based on an understanding that the actions of the Bidder or its affiliates or Interests on behalf of CMD will be influenced.



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8. Monitoring & Reporting

The policy owner (CMD) will monitor the effectiveness of the review process on an ongoing basis, using qualitative information and, where possible, quantitative data. Sources of information and data may include logs of issues and instances of non-compliance; logs of revisions or updates about aspects of the policies, manuals and SOPs; and data extracted from systems used to manage the exercise as a whole.

9. Process for Proposal Submission and Evaluation

- **Inquiries:** Inquiries concerning this RFP should be directed to Executive Director & Head of Programs (info@cmd.org and pc@cmd.org) no later than **31st March 2025**.
- **Closing Submission Deadline:** Proposals are due by 5:00 PM CAT on **10/April/2025**.
- **Submission Instructions:** Proposals should be submitted in PDF format via email to info@cmd.org, pc@cmd.org and ops@cmd.org before the closing submission date. If the file is too large for email, a link to the file should be provided. Late arrivals will not be accepted.
- **Right to Reject:** CMD reserves the right, in its sole discretion, to reject any and all responses received in response to this RFP. A contract for the accepted response will be based upon the factors described in this RFP.
- **Confidentiality:** If the bidder deems any material submitted to be proprietary or confidential, that must be indicated in the relevant section(s) of the response.
- **Notification of Selection and Timeline:** It is expected that a bidder will be selected within two to three weeks of the closing submission date, although this timeline is subject to change. CMD reserves the right to cancel this RFP at anytime. Upon conclusion of negotiations with the successful bidder, all bidders submitting responses to this RFP will be informed in writing of the name of the successful firm or individual.

