

TERMS OF REFERENCE FOR THE GOVERNANCE CAPACITY STRENGTHENING OF
SSJR NATIONAL PARTNERS

Project Name	Governance Capacity Strengthening of SSJR NNGOs
Responsible	SSJR Coordination Unit
Location	South Sudan-Juba
Funder	DRA through Help a Child South Sudan
Areas to cover	(a) Organization Vision, Mission and Goals (b) Organization Leadership (c) Legal Status (d) Internal Communication (e) Finance and Logistics (f) Program management and framework (g) Resource mobilization
Activity period	May 2025 – June 2025
Date of the ToR	April 2025

I. Background

Background of the Dutch Relief Alliance

The Dutch Relief Alliance (DRA) is a coalition of 14 Dutch aid organizations in partnership with the Netherlands Ministry of Foreign Affairs (MoFA). The structure of the DRA enables participating NGOs to respond to major international crises in a timely and effective manner. There are two types of Joint Responses (JRs), acute and protracted.

In South Sudan, the Protracted Crisis Mechanism allows us to invest in more sustainable longer-term responses through predictable multi-year funding. With joint responses for protracted crises, local partners can become increasingly engaged in all programme phases.

Background of the South Sudan Joint Response

The goal of the South Sudan Joint Response (SSJR) is to provide emergency humanitarian assistance for at-risk populations and building resilience of communities to face acute shocks and recover from crisis. Seven member organizations of the Dutch Relief Alliance (DRA), together with nine national partners, provide emergency humanitarian assistance to the most vulnerable

people affected by the crisis in different parts of South Sudan. The response also aims to enhance the transition from humanitarian assistance to resilience by addressing the root causes of vulnerability and enabling communities at risk to build resilience to acute shocks and chronic stresses and recover from the crisis.

A new phase of the South Sudan Joint Response (2024-2026) started on 01 January 2024. In this Joint Response, the partners work together in eight locations where humanitarian needs and gaps are high. They respond to the needs identified by the communities by providing multi-sectoral assistance in the areas. All partners are committed to incorporating innovations into the project's implementation to address the ever-evolving context and challenges in the project locations.

The SSJR partners are working in Abyei Administrative Area, Akobo County, Malakal County, Mayendit County, Melut County, Pibor Administrative Area, Rubkona County, and Tonj North County. They join forces to provide people in need with Food Security and Livelihoods, WASH, Education, Nutrition, Protection and Multi-Purpose Cash support. Education is a new sector that was added in 2024.

Capacity Strengthening of SSJR National Partners.

Based on the National Partners Capacities Assessment conducted in 2023 for six (06) SSJR National partners and the assessment conducted in 2024 for three (03) National Partners, Governance was one of the areas for improvement that cuts across all the national partners assessed. Though the assessments were done at different periods, the results pointed in the same direction, that the National Partners have gaps in Governance, hence the need for support to strengthen them. Among the areas considered in the organizational capacity assessment for NNGOs were power imbalance, evaluation of DRA Guidance notes, Organization Mission/Vision/Goal, Board of Directors, Leadership, Legal Status and Internal Communication in the SSJR implementation. The assessment was conducted at both the organizations' headquarters and Field Levels where projects are being implemented in South Sudan. The methods used were participatory that complemented literature reviews. The methods included a workshop, key informant interviews, focus group discussions and observations where applicable.

Capacity Strengthening Objectives

I. Enhance Governance Structures

Strengthening board members' understanding of their fiduciary duties, ethical responsibilities, and strategic oversight roles through customized governance training. Develop and implement standardized governance manuals and tools tailored to each organization's legal and operational context. Establish regular board performance evaluations and succession planning processes to ensure long-term institutional sustainability.

2. Improve Organizational Leadership

Equip senior leaders with adaptive leadership skills to navigate complex challenges, foster innovation, and drive organizational change in dynamic environments. Enhance decision-making capabilities through scenario-based training that emphasizes data-driven strategies and inclusive stakeholder engagement. Build resilience by training leaders in crisis management, conflict resolution, and emotional intelligence to maintain stability during transitions.

3. Strengthening Operational Systems

Modernize financial management systems by training staff on budgeting, financial reporting, and compliance with national and international standards. Improve monitoring and evaluation (M&E) frameworks to ensure accurate data collection, analysis, and utilization for evidence-based decision-making. Streamline administrative processes, such as procurement and HR management, to increase operational efficiency and accountability across all levels of the organization.

4. Foster Strategic Planning & Sustainability

Train leadership teams in developing robust 3–5year strategic plans that align with their mission, vision, and available resources. Enhance skills in resource mobilization, including grant writing, donor engagement, and income-generating activities, to ensure financial sustainability. Establish clear implementation roadmaps with measurable milestones, ensuring alignment between strategic goals and daily operations.

5. Strengthening Resource Mobilization Capacity

Develop comprehensive skills in identifying diverse funding opportunities, including grants, corporate partnerships, and individual donor campaigns, to ensure financial sustainability. Train staff in persuasive proposal writing, donor relationship management, and effective storytelling to communicate organizational impact to potential funders. Establish and implement a multi-year resource mobilization strategy that aligns with organizational priorities and includes clear targets, timelines, and accountability mechanisms.

Proposed Training Methodology

The training should employ a **blended and participatory approach**, combining interactive workshops, e-learning modules, and practical application to ensure engagement and long-term retention. Core sessions will use case studies, role-plays, and group discussions to reinforce learning, while a **structured mentorship program** will pair participants with experienced mentors for ongoing guidance over 3–6 months post-training (Negotiable). Additionally, bi-weekly coaching circles and one-on-one sessions will provide personalized support, helping participants apply skills to real workplace challenges. Action learning projects, peer collaboration, and digital platforms will further enhance accountability and progress tracking.

The methodology emphasizes adaptability, with pre-training assessments tailoring content to learner needs and post-training evaluations measuring impact through KPIs and supervisor feedback. Other participatory methods shall also be used such as group discussion, think pair share and excursion that adds to the literature review. Participation is encouraged to make the learning practical and easy to remember.

Proposed Procedures to follow

The capacity strengthening shall be conducted in three fronts based on how the consultants will draw their plan, but primarily will include:

1. General training for all national partners for three days centrally.
2. Individual organizations support specific areas as dictated by the results of each National organization capacity assessment results.
3. Mentorship, coaching and monitoring together with the MEAL coordinator from the lead for follow up of the capacity strengthening with a check list to establish if the planned activity achieved its objectives.

Capacity Strengthening areas to focus on

Governance	Areas to be covered	Expected outcomes
Organization Mission, Vision and Goal	Trainings to improve the understanding of the mission, vision and goals of the organization	Better knowledge on Vision, Mission and Goals of the organization
	Review of mission/vision and goals to identify gaps	Identified gaps in the current Vision, Mission and Organization goals addressed
	The organizations' mission, vision and goal should always be aligned to the organization's strategic plan.	Mission, vision and goal are aligned to the organization's strategic plan.
	Organizations should ensure that it has a realistic objective statements that is SMART.	Organizations' objectives are achievable.
Board of Directors	Organizations should have Board of Directors with clear Profile, skills, will, required knowledge and experiences to be utilize to build organizations' capacity. (Quality of Directors)	Organizations have Board members with qualities that can build their organizations
	Organization should have a clear schedule for board and staff interactions, which allow access to and engagement of staff and give feedback on activities and challenges of the organization.	Meeting intervals are clearly stated (Quarterly, bi-annually or annually)
	Develop board performance matrix to monitor and evaluate its performance.	Performance Matrix are clearly articulated that can evaluate performances

	The Organizations' Board of Directors should use their meeting to ensure that TORs for both Directors and staff are updated as regular as necessary.	Board of Directors use meetings as a tool to updated Terms of References
	The Board of Directors should review and improve the roles, responsibilities and authority of the Senior Management Team for smooth running of their organizations	Reviewed Role and responsibilities of the SMT for smooth running of organization
	The board of Directors should actively get participate in lobbying, fundraising and advocating for the organization, as part of their roles and responsibilities	Active participation of Board members in organization activities
Leadership	Develop a clear and improve succession plan in a participatory mode	Clear term limits for the Board of Directors
	Review health operation policies of employee as a means of staff motivation	Have Clear staff motivation plans including health insurance
	Create awareness on benefits of tax exemption to facilitate organizations' demand for such benefits to attract positive results	Have well motivated staff to produce good results
	The organizations' management should ensure that they register with the RRC or renew their certificate on regular basis and continue to comply with the obligations.	Renewed certificates of operations
	The organizations' board of directors/senior management should review its constitution and improve on areas where gender equality and people with Disabilities are not adequately addressed.	Reviewed constitutions to include areas not fully captured
Internal Communication	Develop Communications plan and strategy to be updated regularly; management should strengthen and invest in communication tools to improve the communication channel.	Clear communication plan, strategies and procured tools to improve channels
	Conduct training and on-job trainings to staffs on development of training	Have clear communication with people with special needs and gender equity

	materials for people with special needs and a stand-alone communication policy in a participatory manner involving the SMT.	
	Organizations should have a timely preparation and submission of good quality report both internally and externally Prepare meeting minutes using standard format and maintain the rate in which information are flowing from the field level to head office.	Quality and timely reporting is assured Meeting minutes are properly documented Field reports are timely received and easy to understand
Finance and Logistics	(a) Bookkeeping (b) Budgeting (c) Resource management (d) Financial reporting (e) Auditing (f) Financial policy and procedures	Have an updated financial procedures from budgeting, audit and financial reporting based on policies
Program management and framework	(a) Program/project planning and management (b) MEAL (c) Gender integration	Have an integrated project planning that have an assessment means and is inclusive
Resource Mobilization	(a) Program sustainability (b) Financial sustainability (c) Resource mobilization (d) External relationship	Have a clear resource mobilization strategy to enhance sustainability

Skills and Experience Required of the Consultant

The consultant is expected to have the following skills and expertise:

1. Advanced degrees in economics, development studies, social sciences, education or related discipline.
2. With 10+ years in NGO capacity development, certified in leadership coaching (ICF) and governance (ICSA), who has trained 50+ organizations in strategic planning and resource mobilization
3. Excellent writing and communication skills in English
4. Demonstrates analytical communication and report-writing skills with good knowledge on localization and equitable partnerships in the development and humanitarian sector.
5. A consultancy firm, organization and individual with previous work experience with DRA is with added advantage.

6. Strong interpersonal skills and the ability to communicate and work well with diverse people
7. Cultural sensitivity: since South Sudan is of varied cultural ways of life, the consultant should
8. Knowledge of computer (Microsoft, power point and internet is a must to qualify for this assignment

How to apply

Any competent institutions, National and International organizations and individuals are encouraged to apply. No consideration shall be applied based on Religion, Nationality and organization status. Any firm, organization, institution or individual trying to influence the selection shall NOT be considered.

The Expression of Interest (Eoi) should include:

- 1) A technical proposal that responds to the asks of this ToR; The technical proposal should contain a clear outline of the methodology and proposed tools for the training, a tentative work plan with clearly defined milestones to achieve within the proposed timeline of the assignment and a financial proposal.
- 2) Consultant's updated CV.
- 3) Two references, to be attached as annex to the technical proposal.

Financial Proposal

Financial bids must be prepared and submitted with clearly defined breakdown of consultant's daily fee and other associated costs. Please read carefully the section below on the financial proposal of the ToRs while developing and finalizing the financial proposal.

The financial proposal should include all costs related to the assignment in particular:

- Cost for the technical work (consultancy fee)
- Transport (Flight and /or road) costs to Wau as the only field location for one partner while the rest of the 8 NNGOs are all in Juba.
- All administrative costs (Per diem, accommodation, visa fee, insurance etc.)
- Withholding tax of 20% as per the government of South Sudan tax laws

Please be aware that, along with the quality of the technical proposal and of the sample of previous work submitted, the amount of the financial proposal will also be a criterion for assessing the Expression of Interest received.

Submission of application

Please note that incomplete Eoi will not be assessed. Willing individual, Consultancy firms and organizations as mentioned above should submit their completed Expression of Interest to: Angwech.Susan@hacsouthsudan.org for the work by – **23rd April, 2025** by close of business.

Summary of activities

<p>Organization</p> <p>Mission, Vision and Goal</p> <ul style="list-style-type: none"> (a) Train the SMT on development of the organization's vision, mission, and goals. (b) Review of organization's vision, Mission and goals to align to the organization's strategic plan. (c) Organizations should ensure that it has a realistic objective statements that is SMART.
<p>Board of Directors</p> <ul style="list-style-type: none"> (a) Board of Directors should have clear Profile, skills, knowledge and experiences required to build organizations' capacity. (Quality of Directors) (b) <ul style="list-style-type: none"> (i) Organization should have a clear schedule for board meetings and staff interactions, to allow access to and engagement of staff to give feedback on activities and challenges faced. (ii) Develop board performance matrix to monitor and evaluate its activities. (iii) Board of Directors should use their meeting to ensure that Terms of References for both SMTs and staff are updated as regular as necessary. (iv) The board of Directors should actively get participate in fundraising and advocating for the organization, as part of their roles and responsibilities
<p>Leadership</p> <ul style="list-style-type: none"> (a) Develop a clear and improved succession plan for the BoD in a participatory mode. (b) Review health operation policies of employee as a means of staff motivation (c) Create awareness on benefits of tax exemption to facilitate organizations' demand for such benefits to attract positive results (d) The organizations' management should register or renew their certificate with the RRC on regular basis and continue to comply with their legal obligations. (e) The organizations' board of directors/senior management should review its constitution and improve on areas of gender equality and inclusion of people with Disabilities.
<p>Internal Communication</p> <ul style="list-style-type: none"> (a) Develop and regularly update Communications strategy and invest in communication tools to improve communication channels. (b) Conduct training and on-job trainings to staffs for people with special needs and a stand-alone communication policy in a participatory manner. (c) Organizations should have a timely preparation and submission of good quality report both internally and externally (d) Prepare meeting minutes using standard format to maintain the rate in which information flow from the field to head office.
<p>Finance and Logistics</p> <ul style="list-style-type: none"> (g) Book keeping (h) Budgeting (i) Resource management (j) Financial reporting

<ul style="list-style-type: none"> (k) Auditing (l) Financial policy and procedures
<p>Program management and framework</p> <ul style="list-style-type: none"> (d) Program/project planning and management (e) MEAL (f) Gender integration