



Terms of Reference

Consultancy to provide short-term partner systems strengthening, training and capacity to deliver on their mandates under OPEG Project, Plan International Sudan

1. Introduction to Plan International Sudan

Plan International is an independent development and humanitarian organization that advances children's rights and equality for girls. In Sudan, Plan International has been working for more than 40 years, building partnerships with and for children in over 300 communities in White Nile, Kassala, North Kordofan, South Kordofan, North Darfur and Al Gadarif.

Plan International Sudan Country Strategy (2017-2022) has an explicit influencing and advocacy programming to support children, particularly girls and youth, to enjoy their full rights to protection and gender equality, so that all children, all girls and young women can Learn, Lead, Decide and Thrive. Our overarching **goal** is to ensure that “vulnerable children and youth are able to realize their full potential within protective and resilient communities which respect and promote girls’ equality”.

We remain focused and committed to end FGM/C, CEFM, promote gender equality and empowerment for girls and young women to realize their rights and full potential in Sudan, working with all actors at community level and all decision-makers at all levels (household, community, locality, state and national level), and positive engagement with policy makers at state and national levels, ensuring they uphold the rights of girls, women and all children.

2. About the Project: Obligation to Protect and Empower Girls, Sudan (OPEG)

The four-year project, now in phase one, funded by SIDA through Plan Sweden National Office (SNO), is in line with Plan International Sudan strategy 2017–2022 indicated above, aims to ensure, “Vulnerable children and youth – in particularly girls and young women – live in communities free from all forms of violence, traditional harmful practices and gender discrimination, and are able to take decisions on their own lives”.

The project purpose is to ensure “Communities, civil society and government structures to adopt positive social norms and laws to protect children's rights with a particular focus on tackling FGM and CEFM in Kassala, White Nile and North Darfur”

Under this request, the assignment focusses on addressing **Outcome 2: Civil society has strengthened capacity to promote gender equality, social accountability and advocacy to combat CEFM and FGM.** The focus for this assignment is to strengthen the capacity of consortium national partners to deliver on the project.

3. The OPEG Project Consortium Partners

The government departments involved in the project are; National Council of Child Welfare (NCCW) and its state branches, Family and Child Protection Units (FCPU) at states, State Ministries of Social Welfare (SMOSW), State Ministries of Education (SMoE), State Ministries of Health (SMoH)

Under Civil Society Organization, Plan International Sudan is in partnership with the following partners a:

- i) Sudanese Organization for Research and Development (SORD), Kassala.
- ii) Sudan National Committee on Traditional Practices (SNCTP), North Darfur



iii) Child Rights Society (CRS), White Nile

4. Rationale

The aim for this capacity training and development is to strengthen the capacity of partner to have stronger systems, governance and capabilities to act independently, with good competence, self-insight and to act for change both within their own organization and in the surrounding society through the services they provide. It also aims at having a deepened partnership within the consortium that builds upon mutuality, respect, community and a good understanding of each other's' situation as we deliver change for the betterment of girls, women and society in general. Further, it aims to increase the organization's capacity for learning, awareness and self-understanding, so the organization can be better prepared to take control of its situation, activities and future, for sustainable civil society fraternity that yearns to influence and change for betterment of its target groups in Sudan.

5. Purpose of the Consultancy:

To build the partner NGOs' capacities for a democratic and effective organizational management and stronger legitimacy.

5.1 Specific Objectives

- To train and guide partners, in a participatory approach, in reviewing, through self-assessment in the areas of governance, administration, human resource, financial management, programming, and project delivery in order to instill ownership of the process and enable organizational learning and vision for future development.
- To support the partners, in a participatory approach, to review and reconstitute the existing Board, including developing a clear guideline for their roles and responsibilities and decision-making processes and mechanisms to be accountable to their constituencies.
- To support the partners, in a participatory approach, in reviewing existing policies, guidelines and procedures in finance, human resource, logistics and safeguarding policies
- To support, in a participatory approach, the review, update and development of a 5-year strategy aligned to their vision, mission and purpose that reflect expectations of their constituents and the development of the strategy and it's monitoring, considering representativeness and diversity of their constituents.

6. Scope of work /Task:

The consultancy services focus on Plan International partners – SORD, CRS and SNCTP. These organizational are based in Kassala, White Nile and North Darfur respectively, with SORD and SNCTP having their head office in Khartoum. CRS is headquartered in White Nile. The work will entail working closely with each organization at both state and national level, targeting particularly their senior management and the board. The following are generic tasks:

- Review and fine-tune an organizational capacity self-assessment data available
- Facilitate self-assessment processes with individual partners to ensure they recognize their development needs
- Review the existing board and the roles and responsibilities, with clear operational guidelines for scheduled meetings and decision-making processes



- Review and support the development and approval of the organizational organogram based on the needs and capacity of the organization
- Review, update or develop missing guidelines for finance, human resource, logistics and safeguarding policy
- Review or support the development of a 5-year strategic plan based on the vision, mission and purpose of the organization
- Train the board and staff on organizational development and management
- Prepare comprehensive report for submission to Plan International

7. Deliverables:

The consultant will work in collaboration with Plan International Sudan, to ensure the following are achieved:

- A training report of organizational development and management
- Review existing organizational self-assessment report for each partner
- A fully composed board and sub-committees, if found needed, with a simplified clear guideline on their roles and responsibilities and decision-making processes
- An updated basic organizational policies and guidelines on financial systems management checklist and guide, a 10-pager (max) human resources guideline, organizational staff chart/organogram, procurement checklist and guideline, and a 5-pager (max) safeguarding policy
- A maximum of a 15-pager organizational 5-year strategy linked to their vision, mission and purpose

8. Timeframe

This short-term assignment at national and state levels (Kassala, White Nile and North Darfur) will be implemented within a period of 45 days from the time of signing the agreement.

#	Key Deliverables/Outputs	Partners			Approximate total Number of Days needed
		SORD	CRS	SNCTP	
1	Review and fine-tunes an organizational capacity self-assessment tool	1	1	1	3
2	Facilitate self-assessment processes with individual partners to ensure they recognize their development needs	1	1	1	3
3	Review the existing board and the roles and responsibilities, with clear operational guidelines for scheduled meetings and decision-making processes	1	1	1	3
4	Review and support the development and approval of the organizational board guidelines and organogram based on the needs and capacity of the organization	2	2	2	6
5	Review, update or develop missing guidelines for finance, human resource, logistics and safeguarding policy	5	5	5	15



6	Review or support the development of a 5-year strategic plan based on the vision, mission and purpose of the organization	5	5	5	15
7	Conduct basic refresher training to the board and staff on organizational development and management	2	2	2	6
8	Prepare comprehensive report for submission to Plan International				5
Total Number of Days					56

9. Qualifications and Experience:

- The firm or individual applicants must have an 8-10 years' experience in organizational development and management capacity development
- Have experience in developing basic organizational policies and guidelines for national and local NGOs/CBOs in Sudan
- Have experience in formulating and developing organizational strategies linked to Women and Girls empowerment across thematic areas in education, livelihoods, health and protection.
- Experience working with international or national NGOs added advantage
- Must hold a Master's Degree in Organizational Development or related fields
- Priority will be given for firms, organizations or individuals with previous experience in organizational assessment and capacity development work.
- Experience in manual/tool development that addresses the partners needs

10. Budget and Required cost items

- The consultant is expected to quote their professional fees in the local currency and USD, detailing daily fees, flights, accommodation, feeding and refreshments. Plan International will only pay professional fees for days and level of efforts dedicated to the activities under this call. These included – days for desk reviews, actual training days and report writing days.

11. Role of Plan International Sudan:

- Allocate a dedicated staff to oversee and supervise the implementation of the activities
- Review the compendium of resources compiled by the consultant
- Conduct start-up meeting with the consultant before the start of activities.
- Provide logistical support during the activities (venue, stationery, printing services, binding, meals and refreshments etc)
- Ensure the consultant and the working team understand the safeguarding policy and code of conduct.
- Ensure quality control during the whole process of the trainings and dialogue sessions

12. Application Process & Requirements

Interested Consultant must submit the following documents:

- Cover Letter,**
- Curriculum vitae for lead consultants and or group of consultants**
- Technical proposal**
- Tentative financial proposal (budget) containing:**
 - Daily consultancy professional fees/costs,
 - Travel, communication (internet, mobile credit) and administrative expenses
 - In case of institution paying VAT, you should include it in financial budget.



13. Applications Procedures:

Interested firms/applicants are can apply for a specific location (North Darfur, Kassala or White Nile) or can apply for all locations as long as they have demonstrated capacity to deliver on scope and scale as indicated in the objectives.

If you have experience of working in a similar capacity, meet the above profile and want to make an active and lasting contribution to gender transformation and realization of girls and women's rights in Sudan, please submit your proposal including your financial proposal and documents in a sealed envelope on or **before 4:30 pm of 25th May 2021** to operations Department at: Plan International Sudan, The Nile Tower, Fourth Floor/ Block 10, Building #20, Street 63/, Alimtedad, East Khartoum/ The envelop must be marked with the title of the assignment. So, you can submit your detailed proposal to Ahmed Mohamed Ibrahim – Procurement Specialist via his email Ahmed.Ibrahim@plan-international.org with copy to Paul Collins Okello, Project Manager in his email: paul.okello@plan-international.org

Kindly note that the closing date of submission above.

A) Safeguarding Children and Young People Policy (SCYPP)

The firm/individual shall sign and comply with Plan's Safeguarding children and Young People Policy of and any violation /deviation in complying with Plan's SCYPP will not only result-in termination of the agreement but also Plan will initiate appropriate action in order to make good the damages/losses caused due to non-compliance to the policy.

B) Bindings

All documents, papers and data produced during this assignment are to be treated as Plan's property and restricted for public use. The contracted agency/firm/consultant will submit all original documents, materials and data to Plan International Sudan in the Country office.

C) Disclaimer

Plan International Sudan reserves the right to accept or reject any or all proposals without assigning any reason what so ever.

Annex to be provided to selected candidate:

- A) Final Report guidelines – will be provided
- B) Safeguarding children and Young People Policy
- C) Plan's Monitoring, Evaluations, Research and learning (MERL)