**Terms of Reference**

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| Type of the task  | Transformation: Sudan scenario planning and strategy review choices with ECLT/ESMT[[1]](#footnote-1) capacity building - Consultancy  |
| Location | County Office, Khartoum; through remote work and virtual training |
| WBS  | TBD |
| Department  | Plan International Sudan |
| Duration | 3 months (between November 2020 and February 2021) |

**Plan International Role and Purpose**

Plan International is a rights-based organization promoting children’s rights and equality for girls. We apply value-based, feminist leadership and work for the rights of the child, girl’s rights and gender equality. Our work is based on principles enshrined in the Child Rights Convention as well as the African Charter on the Rights and Welfare of Children, Sudan Child Act 2010, 1951 Convention, refugee and 1967 protocol. We also have a strong Plan International Children and Youth Safeguarding Policy underpinning our work. Child sponsorship is the foundation of the organizations work and funding, complemented by a growing grants-based support from institutional and other donors.

Plan International focuses particularly on vulnerable children, especially girls insuring that they will have knowledge and skills to live in resilient communities and free from all forms of violence. In the era of changes in the sociopolitical and economic context after the overthrow of the Al Bashir regime and the hope of reaching the peace agreement among different armed groups and the retriggering of tribal ethnic conflict in the northern part of Sudan there is clear need for re-evaluating the context and current relevance of Plan International in the country, to update the country strategy in the light of emerging context scenarios, trends, notably in the ear of the COVID pandemic and its impact. These strategic choices will serve to update Plan Sudan 2017-2022 country strategy and its gender transformative priorities.

This process requires defining options and scenarios that the organization can capitalize on and strengthen its impact on the lives of the most vulnerable girls, women, youth and communities in Sudan. Additionally, this consultancy will provide direct capacity building for the extended Country Leadership Team in strategic planning and scenario envisioning.

Through humanitarian / emergency response and development actions, we aim to achieve **Plan International purpose statement**: “***We strive for a just world that advances children’s rights and equality for girls***”

## Our Ambition 2030:

***“Together, we take action so that 100 million girls learn, lead, decide and thrive”.***

**Overview**

Being aware of the complexity of child rights and gender equality situation in Sudan and the need for vigorous efforts to have a positive impact on the lives of the most vulnerable children, particularly girls, both in development and humanitarian contexts, Plan International Sudan has approved its Country Strategy (CS) (2017-2022) with an explicit influencing and advocacy programming to support children, girls and youth to realize their right to protection and gender equality. Gender inequality is guarded by deep rooted patriarchal social systems, customary laws, rigid gender norms and legal prejudices, which all privilege boys and men. Girls and women are denied the right to bodily integrity and sexual and reproductive rights, resulting in high prevalence of FGM/C and child/early and forced marriage. The intended result of the current strategy is to enable young girls to learn, lead, decide and thrive

Plan International Sudan is currently operating in the following locations: White Nile, Kassala, North and South Kordofan, North Darfur and Khartoum states. In accordance with the Country Strategy, Plan International Sudan aims to expand its work and influence girls’ rights and gender equality in Sudan to areas such as Red Sea / Gedarif, West Kordofan states, where major gaps in child and girls’ rights exist.

**Purpose of the TOR and Expected Outcomes**

Currently, Plan International is updating its Global Strategy and transforming its Global and Regional hubs and ways of working across the organisation and its members. This sets the broader context for the update of Sudan Country Strategy.

During this Country Strategy cycle, Plan International in Sudan will strengthen its reputation as a thought leader in fuelling the national social movement, bringing change and promoting girls’ rights and gender equality, as an influencer, catalyst and advocate. We will do so together with the CSOs, government partners, parents, CBOs (primary and secondary duty bearers/power holders), to advance child rights with a focus on promoting equality for girls and empowering young people.

To sharpen Plan International position and relevance, to walk the talk and translate into action changes we are calling for, Plan International Sudan needs a context analysis update that captures recent political, economic, social, cultural, tribal/ethnic conflicts, and global, technological as well as environmental trends. We also need to deepen our understanding of conflict drivers, dynamics in Sudan and how it interacts with our work and major global, regional and national trends. This will be supported by the development of different context evolving scenarios, strategic options and choices, backed up by the identification of the traditional and emerging strategic actors as well as opportunities and threats. Building viable scenarios and strategic choices for our future work, based on the identified global, regional trends, country’s current and emerging political, economic, social, health-related, cultural, tribal conflicts, technological and environmental trends, will enable Plan International to identify long-term and medium-term priorities and response to the critical girls’ rights and gender inequality issues in Sudan.

**Purpose:**

Plan International Sudan seeks a consultancy to **conduct Sudan context analysis and scenario modeling, to capture emerging trends and develop the basis for making strategic options and choices** for the update of our current Country Strategy and the gender transformation journey. Equally important purpose of the consultancy is to strengthen capacities of Plan International Sudan team in strategic thinking, scenario envisioning and managing uncertainty, through active participation, training and leaning by doing for the Extended Leadership Team members including Program Leads, Program Areas Managers and the Monitoring, Evaluation and Learning team members.

**Output and Deliverables:**

1. Jointly designed foresight **reports** with proposed context evolving scenarios, strategic options, choices supported by opportunities and threats for the horizon 2025-2030.
2. Jointly designed strategy options based on identified scenarios, by the participants from the country senior leadership team
3. Extended Leadership Team members and core program team members participated and trained on how to engage on strategic thinking, planning, complex environment context analysis, developing different scenarios and been able to define the organization strategic options and choices.

**Consultancy shall perform the following tasks:**

1. Facilitate the Sudan participatory context analysis, focusing on political, economic, social, cultural, technological, environmental, existing and emerging political and tribal conflicts, as well as COVID-19 impact
2. Mentor the ECLT through the prioritization and integration of the girls’ rights, gender and inclusion in the different dimensions and sectors of the context analysis.
3. Mentor and guide the ECLT in identifying the emerging trends focusing on the political, economic, social, conflict-related, cultural, technological, environmental, political conflict including tribal conflict and linking that with the emerging national, regional and global levels perspectives.
4. Mentor and guide the ECLT in evaluating the responses to emerging changes and trends in Sudan (political, economic, social, cultural, environmental, conflict, conflicts and the peace process including the recently emerging tribal conflict in Darfur, Red Sea, Kassala and South Kordofan).
5. Mentor the ECLT to identify and write up several viable scenarios and strategic options and choices in relation to different sectors and issues changes
6. Through virtual training strengthen the competencies of the ECLT to identify scenarios and issues, improve their skills to manage uncertainty, operationalise strategic thinking and agility in the complex environment.
7. Facilitate the participatory review of the Country Strategy relevance and linkages to the emerging political, economic, social, cultural, technological, conflict and environmental trends and issues, including girls’ and women’s rights violations based on the context analysis.

**Methodology:**

* Participatory virtual training courses to reinforce the leadership team skills in strategic planning and scenario building
* Mentoring and guidance of the senior leadership team on the tools and process for strategic foresight and strategy design

**Duration:** up to 3 months, starting November 2020.

**Qualification and experience**

**The Context Analysis consultancy should have at least the following experience**

* Knowledgeable and have extensive experience: on political, economic, social, cultural, child rights, women and gender equality context and situation analysis.
* Knowledgeable and familiar with Sudan context dimensions and the emerging recent changes, as well as global / geopolitical issues.
* Extensive experiences in context based evolving scenarios and proposal of strategic options and choices
* Knowledgeable and have strong experience in humanitarian and emergency trend analysis including conflict analysis.
* Understanding: aware of the importance of context analysis as the basis for identifying the changing trends, future scenarios, critical barriers and viable options and choices and the implication of that on the international organization such as Plan International Sudan strategies and transformation process.
* Personally energetic, high integrity, ethics and honesty with ability to work under pressure and in emergency settings
* Expertise: good experiences of facilitation, coordination, consultation, context analysis and able to gather and analysis primary and secondary data, propose viable future scenarios and strategic options and choices as per the TOR.
* Expertise in leaders and senior staff strategic thinking and ability to develop scenarios and viable strategic options and choices applied training.
1. ECLT = Extended Country Leadership Team / ESMT = Extended Senior Management team [↑](#footnote-ref-1)