



Women for Change-WFC

Head Office: Gudele Block 8-Juba. Sub Office: Yei, Kajo-Keji,(CES); Magwi(EES); Mundri East (WES) and Kuajok (Warrap State)

TERMS OF REFERENCE (ToR)

Consultancy for Institutional Transition to Innovation and Social Enterprise Development Women for Change (WFC)

Duration: 3 Months

Location: Juba, South Sudan (with remote support where necessary)

Date of Advertisement: 29th January 2026

1. Background

Women for Change (WFC) is a national non-governmental, women-led organization founded in 2016 and operating for the past ten years in South Sudan. For most of its existence, WFC has implemented **emergency, humanitarian, and short-cycle interventions** across protection, GBV response, child protection, education, peacebuilding, and livelihood programming across 5 states of South Sudan. As a dynamic and mission-driven organization, WFC has steadily expanded its footprint through its headquarters in Juba and operational sub-offices in several states, working to advance its vision of *a world where all women live free of poverty and injustice*

However, the rapidly changing humanitarian environment marked by donor fatigue, shifting priorities, and declining funding requires WFC to transition beyond emergency-only programming. Sustaining long-term impact now demands **innovation, resilience, diversification, and new financing pathways**. WFC's 2024–2029 Strategic Plan highlights institutional development sustainability as a core pillar and identifies the establishment of **Social Enterprise** as a strategic direction to ensure increased and sustainable programs

2. Purpose of the Consultancy

The purpose of this consultancy is to provide **technical expertise, strategic guidance, and hands-on support** to help Women for Change begin transitioning from a purely humanitarian organization to an institution integrating **innovation and social enterprise models**.

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The consultancy will:

- Assess WFC's institutional readiness for an innovation and social enterprise shift
- Identify viable market-aligned enterprise opportunities within WFC's mandate
- Develop one practical and scalable social enterprise model
- Produce one quality funding proposal for seed or startup financing
- Train and mentor staff to understand social enterprise programming and its operational implications.

All outputs must be delivered within **3 months**.

3. Scope of Work

The consultant will undertake the following tasks:

3.1. Institutional Scan for Social Enterprise Transition

- Conduct a rapid yet comprehensive review of WFC's programs, human resource capacity, financial systems, existing livelihood activities, partnerships, and potential market entry points.
- Analyze strengths, weaknesses, opportunities, threats (SWOT) specific to social enterprise development (aligned with earlier institutional assessment components undertaken by WFC)
- Assess feasible innovation pathways and value propositions that fit South Sudan's socio-economic context

Deliverable:

- *Institutional Scan & Opportunity Mapping Report (maximum 10 pages).*

3.2. Development of a Social Enterprise Model

- Design **one detailed Social Enterprise Start-up Model** tailored to WFC's mission, Vision, capacities, and market realities.

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- The model should include:
 - The business concept
 - Market analysis
 - Problem/need statement
 - Value proposition
 - Operational setup
 - Revenue model
 - Startup costs & financial projections
 - Sustainability plan
- Align the model with WFC's ongoing shift towards sustainable programming as expressed in its strategic plan and organizational strengthening focus

Deliverable:

- *WFC Social Enterprise Start-up Model Document.*

3.3. Proposal Development for Enterprise Seed Funding

- Draft one high-quality proposal (**10–15 pages**) targeting a relevant donor, investor, or innovation fund that finances social enterprises or nonprofit-owned ventures.
- Proposal must include:
 - Background and rationale
 - Proposed enterprise model
 - Implementation strategy
 - Budget and justification
 - Risk mitigation

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- Sustainability and impact pathways

Deliverable:

- *Complete Funding Proposal for the Social Enterprise.*

3.4. Staff Training on Innovation & Social Enterprise Programming

- Conduct a **two-day intensive training** for WFC staff covering:
 - Fundamentals of social enterprise
 - Nonprofit business models
 - Innovation and market-driven programming
 - Revenue diversification for NGOs
 - Practical steps for WFC's transition
- Provide staff with training materials, tools, and templates for future use.
- Deliver a short mentorship session for key staff responsible for enterprise development.

Deliverables:

- *Training Session (with agenda & attendance list).*
- *Training Materials Package.*
- *Staff Mentorship Notes.*

4. Methodology

The consultant will use a rapid, participatory, and context-appropriate approach including:

- Document review (strategic plan, reports, policies, ongoing projects)
- Key informant interviews (Board, Management, Technical Leads)

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- Market and desk research
- Practical business modelling tools
- Interactive staff training and mentoring

Note: Consultant must be available for both physical and virtual engagements where necessary.

5. Timeline and Level of Effort

The consultancy will last 3 Months, broken down as follows:

Day	Activity	Dates (TBC)-Tentative 10 th Jan 2026- start date
Day 1	Introductory briefing, document review, initial interviews	-
Day 2	Institutional scanning & opportunity mapping	-
Day 3	Finalization of scan report + presentation to Management	-
Day 4	Drafting of Social Enterprise Start-up Model	-
Day 5	Completion of the Start-up Model: begin proposal writing	-
Day 6	Finalization of proposal + staff training & mentorship	-
Day 7	Submission of all deliverables and debriefing	-

6. Required Qualifications

- Minimum 5 years' experience in social enterprise development, business modelling, or nonprofit organizational sustainability (as reflected in WFC's long-term consultant requirements)

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- Proven experience designing and launching social enterprises in fragile or low-income settings.
- Demonstrated understanding of South Sudan's socio-economic landscape, markets, and NGO sector.
- Strong skills in proposal writing, institutional assessment, staff training, and business planning.
- Excellent communication, facilitation, and report-writing skills.

7. Expected Deliverables

- Institutional Scan and Opportunity Mapping Report
- Social Enterprise Start-up Model
- Full Funding Proposal
- Training Materials & Delivery Report
- Staff Mentorship Summary
- Final Submission Package (compiled)

8. Reporting and Supervision

The consultant will report directly to the **Executive Director** or her delegated representative. All deliverables will be reviewed and approved by WFC Senior Management and the Board where necessary.

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9. Application Procedure

Interested consultants are invited to submit:

- Technical proposal (max 4 pages)
- Curriculum Vitae of Key personnel (CV)
- Proposed methodology & workplan
- Financial proposal covering the 3 Months assignment
- Two samples of similar work

Applications should be emailed to:

Executive Director, Women for Change (WFC)

Email: info@wfcssd.org CC: womenforchange10@gmail.com

With the Subject Line **“WFC Major Shift @2026”-the Company Name**

Deadline of submission: **13th February 2026**

Note: Only Applications sent by email will be **ACCEPTED**

*Please note that Women for Change does **not charge any fees** during the recruitment process.*

WFC has a zero-tolerance policy for any form of abuse, including sexual exploitation, sexual abuse, human trafficking, child abuse, discrimination, corruption, and fraud.

We are committed to providing equal opportunities for all applicants and strives for diversity in terms of age, gender, ethnicity, nationality, and physical ability.

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