



Expression of Interest for Strategic Plan Review Consultant

Terms of Reference (ToR)

Strategic Review of NMJD's 2021–2025 Strategic Plan and Development of the 2026–2030 Strategic Plan

1. Introduction

The Network Movement for Justice and Development (NMJD) was founded in 1988 in Kenema by nine former Young Christian Students (Ex-YCSers). Today, NMJD stands as one of Sierra Leone's foremost national civil society organizations, promoting social justice and development through community sensitization, organizing, mobilization('conscientization') and advocacy.

Since 2000, NMJD has developed a series of strategic plans to guide its contribution to national development efforts. Following its 25th anniversary celebration, the organization articulated a long-term strategic vision titled "Towards Sustainable Corporate Engagement (2016–2041)." It was resolved at the launch of this vision that all subsequent strategic plans would align with and derive from this overarching framework.

To date, two strategic plans have been developed under this 25-year direction, the most recent being the 2021–2025 Strategic Plan, which concludes this year. This Terms of Reference (ToR) outlines the framework for a strategic review of that plan and the development of the next five-year strategic plan (2026–2030).

2. Objectives

The objectives of this consultancy are:

- a. To conduct a comprehensive evaluation of NMJD's second-generation strategic plan (2021–2025), with specific focus on the extent of progress made in the following strategic pillars:
 - Pillar 1: Empowerment & Livelihoods
 - Women's Political and Economic Empowerment
 - Climate Change and Livelihoods
 - Life Skills for Women and Youth
 - Pillar 2: Equity & Civil Society Strengthening
 - Equity and Justice for Persons with Disabilities (PWDs) and Vulnerable Groups
 - Financial and Organizational Sustainability
 - Civil Society Strengthening
 - Youth Empowerment
 - Pillar 3: Governance & Accountability
 - Land and Natural Resource Governance
 - Public Sector Service Delivery
 - Social Accountability
 - Health and Sanitation
 - Cross-Cutting Themes
 - Service Delivery Performance
 - Environmental Protection and Climate Justice
- b. To develop NMJD's third-generation strategic plan (2026–2030) through a participatory and inclusive process that revisits the organization's purpose, aspirations, and core values in line with its vision and mission.

c. To ensure the new strategic plan (2026–2030) builds on NMJD's 25-year strategic vision—*"Towards Sustainable Corporate Engagement (2016–2041)"*—by emphasizing the following strategic priorities:

- Strategic Priority I: Community empowerment and leadership development to promote civic activism and demand just, inclusive, and accountable governance.
- Strategic Priority II: Strengthening civil society engagement in public interest, justice, and equity.
- Strategic Priority III: Enhancing inclusive, responsive, and accountable democratic governance structures.

3. Expected Deliverables

- A comprehensive review report on the implementation and impact of NMJD's 2021–2025 Strategic Plan.
- A finalized Third-Generation Strategic Plan (2026–2030) for NMJD.

4. Scope of Work and Consultant Responsibilities

The consultant will be expected to undertake the following tasks:

- Develop a comprehensive framework and methodology for both the strategic review and strategic planning process.
- Conduct desk research and review all relevant documents.
- Assess the implementation of the 2021–2025 strategic plan, identifying key achievements, challenges, and lessons learned.
- Prepare a first draft report comprising the strategic review and initial version of the 2026–2030 strategic plan.
- Facilitate a validation process with stakeholders to review findings, gather feedback, and refine proposals.
- Incorporate validation outcomes into a revised report and draft plan.

- Submit the final strategic review report and the 2026–2030 Strategic Plan to NMJD.

5. NMJD's Responsibilities

NMJD will:

- Facilitate access to internal staff, community groups, and other key stakeholders.
- Provide the financial and logistical resources necessary to support the consultancy.
- Offer guidance on the scope, focus areas, and key expectations for the assignment.

6. Timeframe

The consultancy will span a maximum of 40 working days, encompassing:

- Desk review
- Field assessments
- Workshop facilitation
- Report writing and validation

The process will adopt a participatory and inclusive approach, engaging NMJD program staff, community members, and key stakeholders such as Village Development Committees (VDCs), paralegals, advocacy groups, women's networks, and youth representatives. The aim is to ensure a collaborative and reflective learning environment throughout the review and planning stages.

7. Methodology Note

The consultant must apply participatory methodologies throughout the engagement. The approach should be inclusive, cost-effective, and focused on fostering collective learning and ownership among stakeholders.

8. Required Qualifications and Competencies

NMJD seeks a consultant (individual or firm) with demonstrated expertise in strategic planning and organizational development. Required competencies include:

- **Proven Experience:** At least 10 years in strategic planning for civil society/development organizations.
- **Strategic Plan Development:** Evidence of having developed high-quality strategic documents.
- **Rights-Based Approach:** Strong knowledge and application of rights-based frameworks.
- **Participatory Methodology:** Expertise in facilitating inclusive and consultative processes.
- **Academic Background:**
 - **Lead Consultant:** Masters in Development Studies or related field; Ph.D. an advantage.
 - **Team Members:** Master's or First degrees in Organizational Development, Public Policy, Sociology, or M&E.
- **Research Skills:** Proficiency in qualitative and quantitative methodologies (e.g., FGDs, surveys, KIIs).
- **Workshop Facilitation:** Experience leading validation and learning events.
- **Contextual Knowledge:** Familiarity with Sierra Leone's development landscape and work with national NGOs.

9. Application Process

Interested and qualified candidates are invited to apply by submitting the following:

- Updated CV of lead consultant and key team members
- Cover letter (maximum 2 pages)
- Scanned academic and professional certificates
- List of similar contracts/assignments completed

- Names and contact details of three professional referees

Applications should be addressed to:

The Executive Director / Procurement Committee
Network Movement for Justice and Development (NMJD)
10 Nylender Street, Off Cape Road
Aberdeen, Freetown

OR

Email: nmjdsl@nmjdsl.org

Deadline: Tuesday, 23rd September 2025

Only shortlisted Service providers will be contacted.

NMJD is an equal opportunity service provider. Women are strongly encouraged to apply.