TERMS OF REFERENCE

Final Evaluation: The Project for the Development of Mass Media to Improve Access to Information for Elections and Post-elections in South Sudan

Reference # RFP/JUBA/2026/11/007

Title:	**The Project for the Development of Mass Media to Improve Access to Information for Elections and Post-elections**
Type of evaluation:	Final (summative) decentralized evaluation – consulting firm
Location:	South Sudan
Commissioning office:	UNESCO Juba Office
Donor / partner:	Government of Japan – Japan International Cooperation Agency (JICA)
Budget code:	542RSS5000
Project period:	28 October 2024 – 30 April 2027
Estimated start–end date:	15 January – 15 April
Duration (working days):	26

UNESCO is seeking the services of a qualified consulting firm to undertake the final evaluation of the Project for the Development of Mass Media to Improve Access to Information for Elections and Post-elections, implemented in South Sudan with funding from the Government of Japan through The Japan International Cooperation Agency.

1. Background

1.1 Context

Following the signing of the Revitalized Agreement on the Resolution of the Conflict in South Sudan in 2018, the country has entered a transitional phase aimed at consolidating peace, strengthening democratic governance and advancing sustainable development in line with the National Development Plan. Within this context, freedom of expression and access to accurate, credible and reliable information are recognized as essential pillars for democratic participation, social cohesion and the conduct of free, fair and inclusive elections.

Despite progress made since independence, South Sudan's media sector continues to face persistent structural, institutional and operational challenges. These include weak implementation of existing media laws and regulatory frameworks, limited institutional capacity of media oversight bodies, inconsistent professional standards among journalists, and inadequate coordination across media actors. Access to information remains uneven, with media coverage largely concentrated in Juba, while rural and conflict-affected areas continue to rely on limited or unreliable sources of information. Low literacy levels further restrict access to print media, increasing the importance of broadcast and community-based media, particularly radio, and the availability of content in local languages.

Public service broadcasting plays a critical role in ensuring inclusive access to information, fostering public debate and supporting democratic processes. Although the South Sudan Broadcasting Corporation (SSBC) Act of 2013 provides a legal foundation for an independent public broadcaster, its

effective implementation remains constrained by insufficient infrastructure, limited technical capacity, inadequate funding and incomplete understanding of public service broadcasting principles. Regional SSBC stations, including those in Malakal, Wau and Yambio, face additional challenges related to degraded facilities, lack of modern equipment, power supply constraints and limited staff training, which significantly affect their ability to deliver quality programming beyond the capital.

The evolving digital environment and the approach of national elections further compound these challenges. The spread of misinformation, disinformation and hate speech, particularly through digital platforms poses risks to social cohesion, electoral integrity and public trust. Journalists often operate in a fragile security environment, with limited protection mechanisms, while security personnel frequently lack training on media laws, freedom of expression, and the role of the media during elections. These factors contribute to tensions between media actors and authorities and increase risks to journalist safety, especially for women journalists.

At the initial stage of project design, national elections were scheduled for December 2024. In September 2024, the country announced that elections would be postponed until December 2026, extending the transition period under the 2018 Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan (R-ARCSS). On 22 September 2026, President Salva Kiir dissolved the government, subsequently installing a caretaker government, and effectively ending the transition period under R-ARCSS. The elections were initially scheduled for 22 December 2026 and were postponed in November until 11 February 2026.

1.2 The project

In response to the challenges of access to information and freedom of expression in South Sudan, UNESCO, in collaboration with the Ministry of Information, Communication Technology and Postal Services, SSBC, media professional associations and community media networks, has implemented the project "The Project for the Development of Mass Media to Improve Access to Information for Elections and Post-Elections in South Sudan." The project was initially due to last 24 months, from 28 October 2024 – 27 October 2026, but JICA confirmed a six month no-cost extension, until April 2027.It has a total budget of US$ 2,613,866 (including 9% programme support costs), has nationwide scope and aims to strengthen access to credible and reliable information, reinforce public service and community media, and promote a conducive environment for democratic participation before, during and after elections.

The project aligns with UNESCO's Global Priorities Africa and Gender Equality and its Medium-Term Strategy 2022–2029 (41 C/4), in particular Strategic Objective 3 (building inclusive, just and peaceful societies by promoting freedom of expression) and Strategic Objective 4 (fostering a technological environment in the service of humankind). It also supports the Sustainable Development Goals, particularly SDG 16 (Peace, Justice and Strong Institutions), SDG 4 (Quality Education) and SDG 5 (Gender Equality), and the UN Plan of Action on the Safety of Journalists and the Issue of Impunity.

The project is organized around one outcome—allowing people to access credible and reliable information—and three mutually reinforcing components:

- **Strengthening the capacity of SSBC to operate at regional level:** rehabilitation of SSBC Malakal Radio, upgrading of SSBC Wau FM and Yambio FM stations, provision of broadcast equipment and technical infrastructure, management capacity building, a regional exchange visit on public service broadcasting best practices, a technical working group led by the Ministry of Information for coordination, monitoring and shared ownership, and the launch and handover of the stations.
- **Expanding access to information through community radio:** establishment and strengthening of community radio in underserved areas, including Terekeka County and a youth radio at the University of Juba School of Journalism, Media and Communication Studies,

including governance structures, management systems, technical training, content production and sustainability measures.

- **Developing the capacity of journalists, media institutions and security personnel in seven priority locations:** training on media laws, freedom of expression, access to information, safety of journalists, ethical and professional standards, conflict-sensitive journalism, fact-checking and responsible election coverage, including joint training of journalists and security personnel in Unity State, Upper Nile State, Ruweng Administrative Area, Pibor Administrative Area, Western Bahr el Ghazal State, Lakes State and Warrap State.

Gender equality, inclusiveness and conflict sensitivity are cross-cutting priorities throughout the project, which targets the participation of at least 40% women, female journalists and women-led organizations in planning and capacity-building initiatives. The project also seeks to ensure inclusion of youth, persons with disabilities, internally displaced persons, refugees and other under-represented groups. All interventions are guided by the "do no harm" principle. The project builds on UNESCO's long-standing engagement in South Sudan since 2011 and its experience in media development, journalist training and community radio support.

1.3 Theory of Change and Results Framework

The project's intervention logic, as described in the Concept Note, assumes that strengthening the regional capacity of SSBC, establishing community radios in underserved areas and building the capacity of journalists and security personnel will expand access to credible and reliable information and create a safer environment for media work, thereby contributing to free, fair, peaceful and inclusive electoral processes.

The Results Framework includes the following key indicators and targets:

Indicator	Target
SSBC Malakal Radio rebuilt	1
SSBC Wau FM Radio upgraded	1
SSBC Yambio FM Radio upgraded	1
Community radio stations established (Terekeka County and University of Juba)	2
Persons trained in community radio management and operation	50
Police officers and journalists trained in 7 states on elections, access to information, freedom of expression and safety of journalists	315

Baseline values for these indicators were not established in the Results Framework, and the framework is mainly output-level.

1.4 Budget and implementation status

Total approved budget: US$ 2,613,866. According to the Annual Progress Narrative Report (January–December 2025), key milestones include: a regional study visit to Johannesburg (22–28 November) for 15 delegates; training of 97 SSBC-affiliated journalists in Wau, Malakal and Yambio (28% women); validation of draft editorial and community engagement guidelines; an 11-member Project Advisory Committee co-chaired by the Ministry of Information; in Terekeka, training of 17 community volunteers, a 32-member listeners' club and a 20-member community radio governance board; and technical assessments of five sites, with renovation and construction works scheduled to begin in January 2026.

Key milestones in 2026 include: completion of building renovation and studio refurbishment at four of the five target locations (SSBC Wau, SSBC Yambio, Terekeka Community Radio and the University of Juba), with SSBC Malakal remaining under construction; a six-month no-cost extension approved by JICA in August 2026, extending the project until 30 April 2027 to complete the outstanding works and equipment installations; Training of Trainers in Juba for 35 police officers, with nine journalists participating in selected sessions; capacity-building workshops for 287 journalists and security personnel across seven locations (54 journalists and 233 security personnel) in Pibor, Bentiu, Pariang, Rumbek, Malakal, Wau and Kuajok; refresher training for 30 University of Juba radio volunteers and the development of editorial policy and guidelines with 20 participants; and, in Terekeka, training for 14 radio volunteers, 35 listeners' club members and 12 board members, who developed 24 proposed actions to support the station's sustainability. The project also convened a three-day national World Press Freedom Day conference in Juba, bringing together more than 150 participants from government, media, security institutions and civil society. Solar power and studio equipment installations at the four refurbished locations remain part of the outstanding implementation work.

1.5 Management and governance

The project is implemented by the UNESCO Juba Office under the responsibility of the Head of Office and UNESCO Representative, with day-to-day management by the Communication and Information National Specialist. The project team foreseen in the Concept Note comprises a Communication and Information Programme Specialist, a Project Officer, two Project Assistants and a Project Engineer. UNESCO holds periodic progress meetings with the JICA South Sudan Office and shares narrative and financial reports; some SSBC trainings use JICA-developed manuals. Coordination, monitoring and lessons-sharing are supported by a technical working group led by the Ministry of Information, Communication Technology and Postal Services, and by an 11-member Project Advisory Committee co-chaired by the Ministry, with UNESCO as member-secretary. Partners include SSBC, UJOSS, AMDISS, the National Press Club, the Community Media Network, the Female Journalists Network, the University of Juba, and UN partners such as UNDP and UNMISS.

2. Purpose and Use

This is a final, summative evaluation conducted at the end of the project's implementation period. It is undertaken in line with the UNESCO Evaluation Policy 2022–2029 and the project's monitoring and evaluation arrangements, which foresee an end-of-project assessment to capture lessons learned and discuss opportunities for scaling up, as well as evaluation in collaboration with JICA.

The evaluation aims to assess the extent to which the project achieved its intended and unintended results, analyzing outcomes, results and effects, as well as the lessons learned, opportunities and challenges encountered. It will determine the extent to which the project has effectively contributed to its overarching objectives. The evaluation serves both accountabilities, towards JICA, national partners and beneficiaries, and learning.

The evaluation will adopt a forward-looking approach, providing actionable and feasible recommendations to inform the design and development of future project proposals for scalability and replication in other project sites in South Sudan and/or other countries.

Users of the evaluation

- UNESCO Juba Office and UNESCO's Communication and Information Sector: to account for results and inform the design of future media development programming;
- JICA: to assess the results of its investment and inform future cooperation;
- Ministry of Information, Communication Technology and Postal Services (national and state levels) and SSBC: to strengthen ownership and the operation of the supported stations;

- Other users: community radio initiatives, the University of Juba, media professional and support organizations, UN agencies (such as UNDP and UNMISS) and other development partners supporting media development and electoral processes in South Sudan.

3. Objectives and Scope

3.1 Objectives

The objectives of the evaluation are to:

- Assess the relevance and coherence of the project with respect to the needs of beneficiaries, the national context, global priorities and other interventions in the media and electoral sectors in South Sudan;
- Assess the extent to which the project achieved its intended outputs and outcome, and its contribution to observed changes, including unintended results;
- Assess the efficiency of UNESCO and implementing partners in terms of the use of resources such as funds, expertise and time;
- Assess the results and impacts of the project on targeted groups and indirect beneficiaries;
- Assess the sustainability of the project in line with UN strategic documents such as the UN Sustainable Development Cooperation Framework (UNSDCF) and SDG 16, and how it can be scaled up or taken forward by governments, civil society and other development partners independently;
- Assess the integration of human rights, gender equality and disability inclusion in the project;
- Identify lessons learned and promote reflection and shared learning among stakeholders, particularly regarding ownership of the project results by the Ministry of Information, SSBC and community structures.

3.2 Evaluation criteria

The evaluation will apply the six OECD-DAC criteria—relevance, coherence, effectiveness, efficiency, impact and sustainability—given the summative nature of the evaluation, together with the cross-cutting dimensions of gender equality, human rights and inclusion, and UNESCO's Global Priorities Africa and Gender Equality.

3.3 Scope

Period: the full implementation period, from 28 October 2024 to 30 April 2027.

Programmatic coverage: all three project components and the cross-cutting priorities of gender equality, inclusion and conflict sensitivity, including progress against the indicators and targets of the Results Framework.

Geographical coverage: Juba, the SSBC regional stations (Malakal, Wau and Yambio), Terekeka County and the seven priority training locations.

Stakeholders: the evaluation will adopt a stakeholder-inclusive approach, ensuring representation of key stakeholders and beneficiaries:

- South Sudan Broadcasting Corporation (SSBC), particularly regional stations in Malakal, Wau and Yambio
- Journalists and media professionals, with specific attention to women journalists
- Community radio initiatives, including radios in Terekeka County and University of Juba (youth radio)
- Security personnel trained on media laws, freedom of expression and journalist safety

- Ministry of Information, Communication Technology and Postal Services (national and state levels)
- Media professional and support organizations (UJOSS, AMDISS, National Press Club, Community Media Network, Female Journalists Network)
- University of Juba, particularly the School of Journalism, Media and Communication Studies
- UNESCO, as implementing agency, and JICA, as funding and strategic partner

Outside the scope: the evaluation is not a financial audit, nor a technical certification of the construction and rehabilitation works.

3.4 Evaluation questions

Indicative questions, which will be refined during the inception phase and presented in an evaluation matrix, are as follows:

Relevance

- To what extent were the project's activities aligned with the beneficiaries' requirements, country needs and global priorities?
- To what extent did the project remain relevant and adapt as the electoral calendar and the national context evolved?

Coherence

- To what extent was the project coherent with and complementary to other interventions supporting media development and electoral processes in South Sudan (e.g. those of UNDP, UNMISS, JICA and other partners)?

Effectiveness

- To what extent did the project achieve its intended outputs and outcome, as defined in the Results Framework?
- What are the most important results (both expected and unexpected) of the project? Examples of results include improved coordination, cooperation, capacity-building, partnerships, etc.
- What have been the main challenges, the related remedial actions, and the main enabling and hindering factors to achieving results?

Efficiency

- Were activities delivered in a timely manner? What caused delays (e.g. in infrastructure works) and how were they managed?

Path Towards Impact

- How has progress towards impact been tracked and reported/communicated?

Sustainability

- To what extent are the project results, including the rehabilitated stations, likely to be sustained beyond project completion, considering the handover arrangements and the capacity and resources of SSBC, state governments, civil society and other relevant partners to independently operate, maintain and build upon these results?
- To what extent are the community radios institutionally and financially sustainable (governance boards, listeners' clubs, revenue models), and are the editorial guidelines being applied?

Gender equality, human rights and inclusion

- To what extent has the project proven useful in addressing key human rights and gender equility issues in South Sudan, including freedom of expression and the safety of journalists?

- To what extent were people with disabilities, youth, internally displaced people and other under-represented groups included in and reached by the project?

Learning and future priorities

- What key lessons have emerged from the project, and what recommendations can inform the design of future proposals and the scaling up or replication of the intervention in South Sudan and/or other countries?

4. Design and Methodology

The evaluation will apply a theory-based approach, using contribution analysis to assess the plausible contribution of the project to observed changes. The intervention logic will be reconstructed and validated during the inception phase. The evaluation will apply a mixed methods approach for data collection and analysis, guided by the OECD-DAC criteria and the UNEG Norms and Standards for Evaluation. All data will be triangulated to enhance validity and reliability. Examples of data collection methods include desk review, key informant interviews, focus group discussions, on-site observation, case study and survey. The use of ICT-based data collection methods is encouraged, including mobile data collection, AI tools for evaluation such as AILYZE, remote sensing, geographic information systems (GIS) and big data analytics. The evaluation team will propose the most suitable methods in the inception report, which will include an evaluation matrix (evaluation questions, indicators, data sources, data collection methods and assumptions).

4.1 Data availability and limitations

Baseline values were not established in the Results Framework, indicators are mainly at output level and data are not systematically disaggregated. The evaluation team will propose ways to address these limitations (e.g. reconstructed baselines, recall-based questions and triangulation with qualitative evidence).

A body of documentation is available across the project, including activity and training reports, contractor progress reports, reports from monitoring missions and site visits, participant lists, beneficiary testimonies, photographs and videos. These materials provide evidence of implementation and activities across the project and can support the evaluation team's assessment and triangulation of findings. Beneficiary contact details are also available to facilitate follow-up with participants.

4.2 Key components

a) Desk review and secondary data analysis

- Literature review of UN and UNESCO strategic documents, reports and statements on related issues
- Analysis of the project document and other project-related documents, including progress reports, training reports and the Results Framework, which the evaluation will populate with available evidence
- Review and analysis of national policy documents and statistics

b) Site case studies and field-based data collection

Field-based data collection will be conducted, as feasible, at the SSBC stations in Malakal, Wau and Yambio, the Terekeka community radio, the University of Juba School of Journalism, Media and Communication Studies, and a selection of the seven priority training locations. Data will be collected using a combination of qualitative and quantitative methods, including interviews, focus groups, on-

site observation and surveys, with SSBC management and staff, journalists, community radio volunteers, board and listeners' club members, and trained police officers. Remote data collection may be used where access is not possible.

c) Key informant interviews at national level

Semi-structured interviews will be conducted with key stakeholders identified through a stakeholder mapping, including the Ministry of Information, SSBC headquarters, UNESCO, JICA, media professional and support organizations, and other UN agencies and development partners. Beneficiaries and stakeholders will be invited to share their opinions, lessons learnt and experiences, including observed changes in their knowledge, behavior and working life as a result of the project.

4.3 Sampling

The evaluation team will propose a purposive sampling approach in the inception report, based on the stakeholder mapping and on criteria such as type of intervention (infrastructure, community radio, training), type of stakeholder, geography, accessibility, security conditions and seasonal constraints. The sample is expected to be illustrative rather than statistically representative; its limitations will be stated in the inception report.

4.4 Data quality

Data collection instruments will be pre-tested for validity and reliability before roll-out. Participation and ownership are crucial: stakeholders identified at the inception phase will be informed of the evaluation on a timely basis and involved during the implementation, consultation and finalization of the evaluation.

4.5 Human rights, gender equality, inclusion and ethics

A human rights and gender perspective will be integrated into the evaluation questions, methods, analysis and reporting, in line with the UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation and the UN Disability Inclusion Strategy. Both duty bearers and rights holders will be consulted, and data will be disaggregated by sex, age, disability and location whenever possible. The evaluation will follow the UNEG Ethical Guidelines for Evaluation and the "do no harm" principle, ensuring informed consent, confidentiality and secure handling of data, with particular care for the safety of journalists, women journalists and other respondents who may be exposed to risk. To safeguard independence, UNESCO project staff will not participate in interviews or focus group discussions.

5. Roles and Responsibilities

Commissioner of the evaluation

The evaluation is commissioned by the UNESCO Juba Office. The final evaluation report will be approved by the Head of Office and UNESCO Representative.

Evaluation Manager

The Evaluation Manager leads the development of the ToR; leads the selection, recruitment and contractual arrangements of the consulting firm; acts as the main contact point for the evaluation team and the Evaluation Reference Group; provides background documentation, contact details and support for scheduling interviews and field visits; reviews the draft inception report and draft evaluation reports; and ensures the final report meets UNESCO quality standards.

UNESCO Evaluation Office (IOS)

The IOS Evaluation Office provides technical backstopping and quality assurance throughout the evaluation process, including, but not limited to, the review of the Terms of Reference (ToR), selection

process, the inception report, final evaluation report and management response, and participates as a member of the Evaluation Reference Group.

Evaluation Reference Group (ERG)

An ERG will be established, comprising representatives of UNESCO, the Ministry of Information, SSBC, JICA, civil society/media organizations and the University of Juba, balanced in terms of gender and professional background. The ERG will provide relevant information and contacts, review the draft ToR, inception report and evaluation report, participate in the inception and debrief meetings, validate findings and preliminary recommendations, and support dissemination and follow-up.

Evaluation team (consulting firm)

The evaluation team will collect, triangulate and analyze data, ensuring full compliance with the ToR and UNESCO guidance, and will bear full responsibility for the quality, rigor and integrity of the evaluation and its deliverables. It will record in a comments matrix how each comment received on draft deliverables has been addressed. The firm will manage its own travel, accommodation, security and duty of care, office space, administrative support, telecommunications and printing.

Management response and dissemination

UNESCO management will prepare a Management Response and Action Plan to the evaluation's recommendations within 2–3 weeks of the final report. The final report will be uploaded to the UNESCO Evaluation Knowledge Hub within 2 weeks of completion and disseminated through the UNESCO Digital Library (UNESDOC), the UNESCO Juba Office website, and other relevant platforms.

6. Deliverables and Timeline

The evaluation team will be responsible for obtaining any administrative or ethical clearances required by national authorities prior to data collection, with support from UNESCO as needed. All team members will sign and adhere to the UNEG Pledge of Ethical Conduct in Evaluation.

No.	Task	Deliverable	Working days	Dates
1	Desk review	Desk review and inception report (per UNESCO Guidance on Inception Reports), including evaluation matrix, reconstructed intervention logic if necessary, sampling, draft data collection tools and work plan; inception meeting with the ERG; final inception report validated by the Evaluation reference Group	5	15th January 2027-17th February 2027
2	Inception	Inception report (per UNESCO Guidance on Inception Reports), including evaluation matrix, reconstructed intervention logic, sampling, draft data collection tools and work plan; inception meeting with the ERG; final		

No.	Task	Deliverable	Working days	Dates
		inception report validated by the Evaluation reference Group.		
3	Data collection	Field work and interviews completed as set out in the inception report	11	1 March – 31 March 2027
4	Reporting	First draft evaluation report and presentation of preliminary findings to the ERG; second draft addressing comments, with comments matrix	6	31st March 2027
5	Final reporting	Final review report validated, with recommendations to inform UNESCO's Management Response	2	10 April 2027
6	Communication	Evaluation brief (2–4 pages) and PowerPoint presentation of key findings	2	15 April 2027
	Total		26	

Each draft deliverable will be reviewed by the Evaluation Manager, the EFP and IOS, and subsequently by the ERG. The evaluation report will follow the UNESCO Guidance on Evaluation Reports and the UNESCO Evaluation Report Quality Checklist, with the following structure: title page; opening pages; executive summary (3–5 pages); introduction; purpose and use, objectives and scope; methodology; findings organized by evaluation criteria and questions; conclusions; recommendations, stating who is responsible and priorities for action; and annexes (ToR, evaluation matrix, list of persons interviewed disaggregated by sex, sites visited, documents consulted, data collection instruments, evaluators' biodata, Theory of Change and Results Framework). The main body of the report should not exceed 30–40 pages, excluding annexes. Paragraphs should be numbered to allow clear referencing between findings, conclusions and recommendations. All deliverables will be submitted in English.

7. Required Qualifications

To ensure impartiality and credibility, the firm and all proposed team members must have no prior involvement in the design, planning or implementation of the project or related activities under evaluation, and no personal links to those managing it. The evaluation will be conducted by a team of three experts: a Team Leader (evaluation specialist), a Field Expert and a Thematic Expert (subject-matter specialist). UNESCO encourages the inclusion of national professionals based in South Sudan and a team balanced in terms of gender and geographical representation.

A. Firm/Entity Qualifications

Mandatory requirements:

- A minimum of 7 years of experience conducting project or programme evaluations in East Africa and/or fragile and conflict-affected contexts.

- Experience evaluating projects or programmes related to media development, freedom of expression, access to information, governance and/or electoral support, with at least three demonstrated examples.
- Experience conducting evaluations in South Sudan, with at least two demonstrated examples.
- Demonstrated capacity to deploy and manage field teams in South Sudan, including security management and duty of care arrangements.

Desirable requirements:

- Registration or operational presence in South Sudan, or affiliation with a firm/entity based in South Sudan.
- Previous experience working with UN agencies on similar assignments.

B. Team Leader Qualifications

The Team Leader should be clearly identified in the proposal and possess the following:

Mandatory requirements:

- A minimum of a Master's degree in Evaluation, Development Studies, Communication/Media Studies, Political Science, Social Sciences or other related fields. A PhD is an added advantage.
- At least 10 years of experience designing and conducting project or programme evaluations, including in the areas of media development, governance and/or human rights.
- Experience leading evaluations in South Sudan, with at least three relevant examples.
- Proven experience conducting gender-responsive evaluations, with at least three demonstrated examples.
- Excellent writing, communication and facilitation skills; fluency in English.

Desirable requirements:

- Previous experience working with UN agencies on similar assignments; knowledge of the role of the UN and the 2030 Agenda.
- Working knowledge of Arabic (including Juba Arabic).

C. Field Expert Qualifications

Mandatory requirements:

- A minimum of a university degree in Social Sciences, Statistics, Development Studies, Journalism/Communication or other related fields.
- At least 5 years of experience in field data collection for evaluations, research or surveys in South Sudan (key informant interviews, focus group discussions, surveys), with at least three demonstrated examples.
- Demonstrated field experience outside Juba, preferably in the project areas (Upper Nile, Western Bahr el Ghazal, Western Equatoria, Central Equatoria).
- Fluency in English and Juba Arabic.

Desirable requirements:

- Knowledge of one or more local languages spoken in the project locations.
- Experience in conflict-sensitive data collection and the use of mobile data collection tools (e.g. KoBoToolbox, ODK).
- Familiarity with UNESCO frameworks such as the Media Development Indicators and the UN Plan of Action on the Safety of Journalists and the Issue of Impunity.
- Knowledge of the media landscape in South Sudan or East Africa; expertise in gender and media.

E. Evaluation Team Composition

Mandatory requirements:

- The team should include individuals proficient in English and Juba Arabic.
- Expertise in gender equality, human rights-based and disability-inclusive approaches to evaluation, with at least three demonstrated examples.
- Strong quantitative and qualitative data collection and analysis skills, including experience conducting mixed-methods evaluations, with at least three demonstrated examples.

Desirable requirements:

- A gender-balanced team including national expertise and demonstrated experience across different regions of South Sudan.

Qualifications will be verified through CVs, two to three recently completed evaluation reports, and reference checks.

8. Content of Technical and Financial Proposal

Interested firms must submit separate Technical and Financial Proposals via email.

Technical Proposal

The Technical Proposal will be assessed based on:

- Understanding of the assignment and responsiveness to the Terms of Reference.
- Feasible, technically sound methodology aligned with the evaluation purpose.
- Realistic work plan, including clear timelines, deliverables and task allocation among the three experts.
- Relevant expertise and experience of the firm/entity, and qualifications of the proposed Team Leader, Field Expert and Thematic Expert (CVs to be attached).

Additionally, applicants must submit two to three sample mid-term or final evaluation reports, no more than five years old, at least one produced by the firm/entity, which will be assessed on:

- Quality and relevance to the current evaluation.
- Clarity of analysis, coherence of findings and presentation of conclusions.

Applicants must also submit contact details of at least three references and a signed declaration of independence and absence of conflict of interest for the firm and each proposed team member.

Financial Proposal

The Financial Proposal should include:

- A detailed price schedule, indicating daily consultancy rates per expert and estimated workdays per activity.
- A clear budget breakdown, including travel and field costs, noting which items may be subject to negotiation.
- All fees quoted in USD.

9. Proposal Submission

The Offeror must submit signed Technical and Financial Proposals separately, in two separate emails, each with a maximum size of 10 MB. Proposals must be submitted to: procurement.juba@unesco.org.

Deadline: 7 December 2026 at 17:00 Juba time

Submissions sent to any other email address or copied to additional recipients will be disqualified.

10. Annexes

The following documents will be provided to the selected firm:

- UNESCO Evaluation Policy 2022–2029 and UNESCO Evaluation Manual, including the Guidance on Evaluation Inception Reports, the Guidance on Evaluation Reports and the Evaluation Report Quality Checklist
- UNEG Norms and Standards for Evaluation, UNEG Ethical Guidelines for Evaluation and UNEG Pledge of Ethical Conduct in Evaluation
- UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation
- Project documentation: Project Concept Note (revised October 2024); Programme/Project Progress Narrative Reports (2025-2026, including the Results Framework
- Donor agreement
- Activity and training reports
- Site assessments and progress reports
- Meeting minutes
- Contact lists
- Other relevant documents from the Project