



**Term of Reference (ToR)**

**Green and Resilient Economy Business Incubator (GREBI)  
STAKEHOLDERS AND VALUE CHAIN ANALYSIS**

January 2026



## TERMS OF REFERENCE

### GREBI STAKEHOLDERS AND VALUE CHAIN ANALYSIS.

#### 1. International Fertilizer Development Centre

The International Fertilizer Development Center (IFDC, [www.ifdc.org](http://www.ifdc.org)) is a public international organization headquartered in Muscle Shoals, Alabama, USA, with global field programs throughout Africa and South Asia. IFDC's mission is to help farmers increase productivity, stimulate economic growth, and promote environmental stewardship by enhancing their ability to manage their soils effectively and to participate profitably in markets. IFDC is recognized as a global center of excellence, empowering farmers and agribusinesses through independent and innovative market development, technology transfer, agricultural policy advocacy, and research on soil health and fertility.

The organization's approach to private sector development focuses on bridging the gaps between research, technology dissemination, and market systems by cultivating strategic partnerships that promote inclusive agribusiness, develop market systems, facilitate trade, enhance access to finance, and build the capacity of MSMEs.

In South Sudan, IFDC has been at the forefront of business incubation and acceleration. By partnering with more than 10 agribusinesses in South Sudan, IFDC has effectively developed and refined approaches to business incubation, acceleration, and linkages that have directly contributed to agribusiness growth, as demonstrated in the programs below:

#### 2. Green Resilient Business Incubator (GREBI) Project

##### 2.1 Background and context

The agri-food sector is the second-largest contributor to South Sudan's economy, accounting for approximately 15% of the country's gross domestic product (GDP). For 83% of the population, farming is characterized by subsistence practices, rain-fed extensive agriculture, and pastoralism serves as the primary source of income and livelihood. According to the Ministry of Agriculture and Food Security (MAFS), about 75% of South Sudan's land (over 483,000 km<sup>2</sup>) is arable, with half of it considered prime for agriculture. However, only 4% of this land is currently under cultivation. Most farmers are smallholder subsistence farmers who face significant barriers, including limited access to high-quality agricultural inputs such as locally adapted seeds, fertilizers, pesticides, and tools. Furthermore, inadequate infrastructure restricts their ability to access markets, both for selling produce and purchasing essential agro-inputs. The challenges in the agricultural sector are exacerbated by prolonged subnational conflict and climate-related shocks, leaving millions of South Sudanese in extreme food insecurity. South Sudan ranks among the five most vulnerable countries globally on the Climate Change Vulnerability Index (2017), with increasing susceptibility to floods, droughts, and other climatic stresses.

The Green Resilient Business Incubator (GREBI) aims to promote inclusive, climate-resilient, and commercially viable agribusinesses, with a strong focus on women- and youth-led MSMSEs. To effectively design and scale its incubation and support services, GREBI seeks to conduct a value chain stakeholders' analysis and identify priority agribusiness types with high potential for impact and sustainability in South Sudan. These will entail 3 interlinked results:

- Incubation and acceleration services are reinforced and expanded to start-ups and MSMEs in the agricultural value chain.
- A business linkages Programme is implemented.
- The investment environment is improved

##### 2.2 About GREBI

Resilient Economy Business Incubator (GREBI) program aims to contribute to more competitive, sustainable, and modern agriculture value chains with empowered women and youth (overall objective) by fostering entrepreneurship and scaling up micro, small and medium enterprises (MSMEs) in agricultural value chains (Strategic Objective 1) and by promoting access to sustainable finance and credit for private sector operators in the agricultural value chains (Strategic Objective 2). By promoting competitive, and modern agriculture value chains, particularly those led by women and youth, GREBI will reduce reliance on costly food imports, and create more resilient food systems. This approach will directly contribute to food security by increasing the availability and accessibility of nutritious food, improving livelihoods, and building economic stability within communities. In the South Sudanese context, success in implementation requires pairing a robust private sector approach with strong community engagement and use of local partners, led by an implementer with proven success targeting populations that are both hard to reach with, and the most likely to benefit from, the strengthened value chains (namely women and youth).

### 3. Goal

To provide GREBI with an evidence-based analysis of agribusiness value chain stakeholders and priority agribusiness opportunities in the priority locations.

#### 3.1 Specific objectives

The consultant will

- Map and analyze key stakeholders across selected agribusiness value chains, including their roles, interests, influence, and relationships.
- Identify constraints and opportunities affecting women- and youth-led MSMSE participation in agribusiness value chains.
- Assess the resilience, market potential, and environmental sustainability of selected value chains.
- Identify priority agribusiness types suitable for incubation and support by GREBI.
- Provide practical recommendations for inclusive, climate-smart, and scalable agribusiness interventions.

### 4. Targets, stakeholders, and expected results

The purpose of this consultancy is to conduct a comprehensive value chain and stakeholder analyses, mapping, and profiling of major value chain commodities promoted by PCAV and GRACE projects, their competitiveness and market opportunities both local and regional. The assessment will also establish the youth and women engagement in the GREBI priorities value chains in the selected locations. The stakeholders shall include:

#### 4.1. Producers Organization

- Farmer groups and associations
- Cooperatives (formal and informal)
- VSLA-linked agribusiness groups
- Youth farmers and agri-entrepreneurs
- Mixed farmer groups and cooperatives

#### 4.2. MSMEs (Micro, Small & Medium Enterprises)

- Women- and youth-led agribusinesses

- Aggregators and traders
- Agro processors (mills, oil extraction, drying, packaging)
- Input suppliers (seeds, tools, feed)
- Service providers (transport, storage)

GREBI's incubation and acceleration services directly target MSME growth, job creation, and market access.

#### **4.3. Buyers and Market Off takers**

- Local traders and wholesalers
- Retailers and market vendors
- Institutional buyers (schools, hospitals, NGOs)
- Regional/export traders (Uganda, DRC, Kenya)

#### **4.4. Input and Technology Providers**

- Seed suppliers (local and improved varieties)
- Agro-input dealers
- Equipment providers (mills, solar dryers, irrigation)
- Renewable energy providers (solar)

#### **4.5. Financial Service Providers**

- Microfinance institutions (MFIs)
- SACCOs and savings groups
- VSLAs
- Commercial banks (where applicable)

#### **4.6. Business Development Service (BDS) Providers**

- Agribusiness trainers
- Incubators and accelerators
- Extension service providers
- Consultants and mentors

#### **4.7. Government Institutions**

- Ministry of Agriculture and Food Security (national & state)
- Ministry of Trade and Industry
- County agriculture offices
- Cooperatives departments

#### **4.8. Development Partners & NGOs**

- International NGOs (GIZ, SNV, FAO & WFP)
- National NGOs and CSOs
- Learning Institutions (Magwi Collage of Agribusiness and Management Sciences and University of Juba Incubation Hub).

#### **5. Approach and Methodology**

The consultancy will adopt a systematic, evidence-based, and participatory approach to the existing and emerging value chain and the different stakeholders

The approach integrates:

- Desk review
- Key informant interviews (KIIs)
- Focus group discussions (FGDs) with women and youth
- Stakeholder mapping tools
- Market and value chain analysis frameworks

This approach ensures that findings are accurate, practical, and directly applicable to value chains for incubation, acceleration, investment facilitation, and financial linkage activities under the project.

The consultant will apply a mixed methods approach, including:

- Desk review: Regulatory documents, reports (PCAV and GRACE Inception reports, IYBA final report, financial statements, studies, databases)
- Primary data collection: Interviews, questionnaires, key informant interviews
- Data analysis tools: Comparative product matrices, value chain commodities and stakeholders' diagnostics
- Stakeholder validation: Brief engagements with relevant institutions and a validation workshop with GREBI technical staffs.

#### **6. Management and Implementation Responsibilities**

The Consultant will report directly to the GREBI Project Team Lead and will work in close coordination with the IFDC finance and agribusiness teams. All deliverables shall be submitted to the GREBI Project Team Lead for review and approval.

##### **6.2. Responsibilities**

**GREBI (IFDC) will provide:**

- Access to relevant project documents and background materials.
- Technical guidance and support throughout the analysis and mapping exercise.
- Introductory meetings with key stakeholders.
- Timely feedback on the proposed approach, methods, and deliverables.
- Internal review and comments on all consultant reports and outputs.

**The Consultant will be responsible for:**

- Reviewing project documentation and submitting an inception report.

- Designing a detailed and contextually appropriate analysis and mapping methodology.
- Conducting all data collection activities.
- Analyzing data and presenting findings in a clear and accessible format.
- Regularly reporting progress to the Steering Committee and responding to feedback.
- Delivering all outputs within the agreed timeline and quality standards.
- Organizing and facilitating a validation workshop with project staff.
- Engaging regularly with the GREBI team and Reference Group to incorporate feedback.
- Producing a final analysis and mapping report that includes:

## 7. Scope of work

The assignment will cover selected geographic areas in South Sudan, with particular attention to selected regions where GREBI operates or plans to operate (e.g. **Western Equatoria State, Western Bahr el Ghazal State, Eastern Equatoria, Northern Bahr el Ghazal state State and other relevant hubs**). The consultant will perform the following tasks:

### 7.1. Desk Review

- Review relevant policies, strategies, studies, and reports on agribusiness, MSMEs, gender, youth, and climate resilience in South Sudan.
- Review GREBI’s strategic documents and program objectives.
- Review of PCAV and GRACE Inception report

### 7.2. Value Chain Stakeholders’ Mapping

- Identify and categorize stakeholders, including:
  - Smallholder farmers and farmers organizations
  - MSMEs (processors, traders, aggregators)
  - Input suppliers
  - Financial service providers
  - Market actors
  - Government institutions
  - NGOs, donors, and development partners
  - Women and youth networks
- Analyze stakeholder roles, power dynamics, incentives, and relationships.

### 7.3. Value Chain and Agribusiness Analysis

- Identify existing and emerging agribusiness value chains and group them to benefit from incubation, acceleration and business linkage services.
- Analyze market demand, profitability, climate risks, and scalability.
- Assess entry points for women- and youth-led enterprises.

### 7.4. Identification of Priority Agribusiness Types

- Identify agribusinesses suitable for incubation, such as:

- Crop production and aggregation
- Agro-processing and value addition
- Non-Forest products
- Climate-smart and green enterprises
- Evaluate alignment with GREBI’s green and resilient mandate.

### 7.5. Validation and Recommendations

- Validate findings with key stakeholders where feasible.
- Provide clear, actionable recommendations for GREBI’s incubation and partnership strategy.

### 8. Outcome of the Analysis

Value chain stakeholder analysis is a critical tool for developing targeted and effective support programs for Micro, Small, and Medium Enterprises (MSMEs). By systematically identifying and understanding the various actors within a value chain, their interdependencies, interests, and power dynamics, the consultant shall identify tailored mentorship programs, business plan templates, and training types to address specific needs and leverage opportunities within the identified value chains.

### 9. Reporting

Deliver:

- A consolidated mapping database (Excel/Access)
- Draft Report for stakeholder review
- Final Report incorporating feedback

### 10. Expected Deliverables and Timelines

#### 10.1. Timeline and Duration

The assignment to analyze and map financial service providers and potential investors will be implemented over **five (5) weeks**, covering data collection, stakeholder consultations, analysis, validation, and reporting. Applicants are expected to submit a detailed methodology, cost estimate, and activity timeline as part of their proposal. Any deviation from the proposed schedule should be clearly justified.

**Table 1. Timeline of activities in the end-of-project impact assessment**

Activities	Outputs/Deliverables	Indicative Duration (weeks)	Anticipated Period
<b>Selection and contracting</b>	Finalization of consultant selection and contracting	-	Jan 2026
<b>Desk Study and Preparation</b>	<ul style="list-style-type: none"> <li>• Initial discussions with Project Lead and Country Director</li> <li>• Secondary data review</li> <li>• Review of monitoring data and identification of gaps</li> <li>• Development of tools (questionnaires, checklists)</li> <li>• Draft and submit inception report</li> </ul>	Week 1	February 2026

<b>Review and Approval of Inception Report</b>	<ul style="list-style-type: none"> <li>• Methodology, tools workplan</li> </ul>	Week 2	February 2026
<b>Field Work and Data Collection</b>	<ul style="list-style-type: none"> <li>• Data collection from implementation financial stakeholders</li> <li>• Engagement with national-level actors</li> </ul>	Week 2-3	February 2026
<b>Data Processing and Draft Reporting</b>	<ul style="list-style-type: none"> <li>• Institutional and investor data</li> <li>• Finding and preliminary analysis</li> </ul>	Week 4	February 2026
<b>Validation and Finalization</b>	<ul style="list-style-type: none"> <li>• Validation workshop with GREBI and GRE partners</li> <li>• Incorporation of feedback</li> <li>• Submission of final report. <ul style="list-style-type: none"> <li>• Complete analysis and recommendations</li> <li>• Draft a Generic Business plan template relevant to the capacity of the MESMEs.</li> <li>• Recommend training capacity/modules for the MSMEs cohorts.</li> <li>• Propose mentorship programs that can tailored to Agribusiness hubs to benefit MSMEs.</li> </ul> </li> </ul>	Week 5	March 2026
<b>Total weeks</b>		<b>5</b>	

## 11. Qualification of the consultant

To ensure the credibility, independence, and technical rigor of the GREBI Financial Service provider and investor analysis and mapping, the assignment must be conducted by a highly qualified consulting firm, with a designated lead expert. The firm will be responsible for the overall design, coordination, and delivery, ensuring that findings are methodologically sound, contextually relevant, and actionable, the assignment will be conducted by firm with team members who possess the following:

- Advanced degree in Agribusiness, Agricultural Economics, Development Studies, or related fields.
- At least 5 years of experience in agribusiness value chain analysis.
- Demonstrated experience in gender and youth inclusion.
- Experience working in fragile or conflict-affected contexts.
- Strong understanding of MSMSE development and inclusive agribusiness models.
- Excellent analytical, writing, and facilitation skills.

### Desirable

- Experience working with EU-funded or IFDC projects.
- Good knowledge of Private sector and South Sudan value chain commodities.

### 11.1 Reporting and Supervision

The consultant will report to the GREBI Project Team Lead.

### 11.2. Confidentiality and Data Protection

All information gathered will be treated as confidential and used solely for project purposes. The consultant will not disclose any data to third parties without written consent from IFDC.

### 12. Budget

The total anticipated budget for the EPA is **\$16,000**. This is inclusive of all consultant fees, logistical (travel and accommodation) costs, and relevant taxes. The cost of the validation workshop will be paid separately. Payment will be linked to satisfactory completion of deliverables:

- 30% upon approval of Inception Report
- 30% upon submission of Draft Report
- 40% upon acceptance of Final Report and presentation

### 13. Timeline, Application and Assessment Criteria

This section outlines the key requirements for submitting a bid, the evaluation criteria that will be applied, and the indicative timeline for the recruitment process. Shortlisted firms who meet the necessary qualifications and experience will be invited to participate in an interview.

#### 13.1 Application requirements

Applicants are required to submit their bids electronically to [procurementsouthsudan@ifdc.org](mailto:procurementsouthsudan@ifdc.org) by close of business **January 29th, 2026**. Submissions must include the following:

- At least Two CVs (lead expert and assistants).
- A technical proposal (approximately three pages) outlining the envisioned approach and methodology for conducting the analysis and mapping.
- A financial proposal, clearly broken down by key budget lines (e.g., salaries, movement, per diem/overheads, accommodation where necessary, etc.).
- Legal registration documents (only for firms).

#### 13.2 Assessment Criteria

Proposals will be evaluated based on:

- Technical approach and understanding of ToR 60%
- Relevant experience and qualifications 30%
- Cost effectiveness 10%