



TERMS OF REFERENCE

Oxfam is a global movement of people who are fighting inequality to end poverty and injustice. Across regions, from the local to the global, we work with people to bring change that lasts.

OVERVIEW	
Title and brief description of the requirement	Final Evaluation of the Project “Empowering Women and Youth to drive sustainable Agriculture in South Sudan.”
Delivery location	Juba (Luri and Rajaf Payams)
Contract start date	August 2026
How to apply	Interested candidates are invited to submit: 1) Technical proposal (<i>not more than 15 pages excluding annexes-failure to adhere to this may lead to disqualification</i>) detailing how they will undertake the assignment with CV of team members 2) Detailed financial proposal (including staff charges, travel, equipment, hardware, software, and other related activities) 3) Submit through email to email: Jubaquotations@oxfam.org.uk See section ‘6. Application Process’ for further details
Deadline for submission of offers	25th August 2026
Specific considerations	

1. Background And Context

Oxfam has been delivering humanitarian and long-term development assistance to crisis-affected populations in South Sudan since 1983, through support in emergency food security and vulnerable livelihood (EFSVL), education, water sanitation and hygiene promotion (WASH), protection, gender, governance, advocacy, conflict resolution and resilience programming. Oxfam targets the most hard-to-reach and vulnerable host and displaced communities through its country office in Juba, and field offices in Lakes, Jonglei and GPAA states. Oxfam implements multisectoral humanitarian interventions both directly and in partnership with local and international NGOs.

Agriculture in South Sudan largely remains at subsistence level with average field sizes of two feddans/acres per household, crop yields being very low: hardly one ton per feddan/acre due to use of poor-quality seeds, tools, low technology transfer and use of traditional agronomic practices leaving 84% above predominantly rural farmers population in poverty. The situation is now compounded with conflict and climate change making it difficult for the smallholder farmers to adapt to the changes in climate such as rainfall variability. The Integrated Food Security Phase Classification (IPC) project, for the period from April to July 2024, states that 7.1 million South Sudanese (56 % of the population) will likely face crisis (IPC Phase 3) or worse, acute food insecurity, and 79,000 people will likely be in catastrophic (IPC 5) acute food insecurity, out of which 28,000 are South Sudanese returnees spread across the country. The situation is largely driven by outcomes of conflict and economic hardships making households unable to produce enough and continued depleted purchasing power.

2. Project Background

Oxfam in South Sudan with funding from UNOSSC IBSA / UNDP has been implementing a project titled “Empowering Women and Youth to drive sustainable Agriculture in South Sudan.” The project aimed at increasing scale of production of vegetable for smallholder farmers in Juba. The project is a follow up to the past implemented projects targeting women and youth in Juba and this was to enable women and youth led vegetable producer groups to increase production, improve quality of produce and marketing of the produce thus geared towards stabilizing food and nutrition security and income of the smallholder farmers. Empowering women and youth in the agricultural sector by removing barriers that impede access to quality seeds, and better tools, creating a better space to adapt to climate change and adoption and transfer of best agronomic practices and technology and as well enable smallholder farmers to access UNDP credit facility and market agents and hubs. This approach utilizes conflict sensitivity and safe programming to ensure programme is safe, maximizes positive outcomes through reducing or mitigating negative impact of project on beneficiaries, environment and social cohesion thus enabling meaningful participation and ownership of programme by women and youth. The initiative is a model that is geared towards climate resilience, food stability and incomes of targeted beneficiaries.

This project is contributing to the national commitments defined in South Sudan Blue Economy strategy of 2021; the Global Sustainable Development Goals commitments SDG #1 No poverty, #2 Zero hunger and #13 Climate action, and Africa Climate Smart (September 8th, 2023, Nairobi) commitments ¹(“ii) Honour the commitment to provide \$100 billion in annual climate finance, as promised in 2009 at the UNFCCC COP15 in Copenhagen, Denmark. The design of the project was initiated and discussed with government as it fits into its national strategy on food security. “²Stimulate growth and sustainable development of the agriculture sector.”

The project targeted 200 women and vulnerable youth organized into four producer groups of 50 members each, with a particular focus on young mothers and disadvantaged youth lacking sustainable sources of income. Over the implementation period, the project directly supported a total of 200 beneficiaries (42 males and 158 females) with an estimated 1,200 (252 males and 948 females) community members indirectly benefited from the intervention.

3. Specification Of Services Required

The overall goal: To ensure sustainable agricultural production for food and income security for vulnerable women and youths in South Sudan

Outcome: To improve agricultural resilience to climate for increased productivity and increased income.

Expected Outputs

- a. *Setting up Irrigation system*
- b. *Provision of seeds, materials, and other inputs to the producer groups*
- c. *Strengthened agricultural extension services.*
- d. *Market access and financial inclusion for smallholder farmers through digital engagement, and improved access to micro and small enterprise (MSE) financing*
- e. *Conduct Gender action learning sessions (GALs)*

4. Purpose of the evaluation

The purpose of this final evaluation is to evaluate the performance of the project against the predefined key performance indicators and measure progress towards achievement of the overall goal and specific objectives.

¹ <https://africaclimatesummit.org/resources>

² <https://mafs.gov.ss/#>

Specific objectives

- To assess the relevance, coherence, effectiveness, efficiency, impact, and sustainability of the project to South Sudan's progressive transformation towards sustainable agricultural production for food and income security for vulnerable women and youths in South Sudan.
- Assess a) project results (at the output, outcome, and impact level) against the set targets, and whether there were any unintended results, and b) what can be captured in terms of lessons learned for future sustainable agricultural production for food and income security for vulnerable women and youths in South Sudan.
- Assess whether the project management arrangements, implementation approaches, and strategies were well-conceived and efficient in delivering the project.
- Analyse the extent to which the project enhanced the application of conflict sensitivity, gender equality, and women's empowerment, social and environmental standards, and participation of other socially vulnerable groups such as IDPs, returnees, SGBV survivors, among others

5. Evaluation scope

The evaluation will cover the full implementation period of the EWYSA project and its targeted implementation areas in Luri and Rajaf Payams of Juba County - Central Equatoria state. It will assess the project from design through implementation and emerging results, covering all project outputs and major intervention components. The evaluation will examine relevance, coherence, effectiveness, efficiency, impact/emerging impact and sustainability, with gender equality and women's empowerment, youth inclusion, climate resilience, conflict sensitivity, safeguarding and South-South cooperation integrated as cross-cutting dimensions. Particular attention will be given to results achieved for women and youth, institutional and community ownership, functionality and sustainability of supported infrastructure and producer groups, market and financial linkages, partnership effectiveness, IBSA/South-South cooperation added value, and the potential for replication and scale-up. The evaluation will identify intended and unintended results, implementation challenges, good practices and lessons learned and provide actionable recommendations for the Government of South Sudan, UNDP, Oxfam, the IBSA Fund and other relevant stakeholders.

5.1 Key Evaluation Questions

Evaluation criterion	Key evaluation questions
1. Relevance	1.1 To what extent was the EWYSA project design responsive to the priority needs, constraints and opportunities of vulnerable women and youth engaged in agriculture in the targeted areas of Juba County? 1.2 To what extent did the project remain relevant as the economic, climatic, food-security and conflict context changed during implementation? 1.3 To what extent were the irrigation, agricultural inputs, extension services, market/credit interventions and GALS activities appropriate to the needs and capacities of targeted beneficiaries? 1.4 To what extent was the project aligned with South Sudan national priorities, the UNSDCF/UNDP CPD, the SDGs and IBSA Fund priorities?
2. Coherence	2.1 How coherent and complementary were the six project outputs in contributing to increased agricultural productivity, income, food security and climate resilience? 2.2 To what extent did EWYSA complement rather than duplicate existing government, UNDP, Oxfam and other development-partner programmes? 2.3 How effectively were synergies created between production support, extension, market access, finance and gender empowerment interventions?

3. Effectiveness	3.1 To what extent did the project achieve its planned outputs, outcomes, indicators and targets, including results for women and youth? 3.2 To what extent did the irrigation systems, improved seeds/tools and extension support result in increased and/or more reliable agricultural production? 3.3 To what extent did beneficiaries adopt improved, climate-smart and sustainable agricultural practices? 3.4 To what extent did market linkages, e-commerce/business development support and access to finance improve beneficiaries' ability to commercialize their production? 3.5 What major internal and external factors facilitated or constrained achievement of results?
4. Efficiency	4.1 To what extent were financial, human, technical and material resources converted into results economically and within the planned timeframe? 4.2 Were implementation and management arrangements among Oxfam, UNDP, government and other partners efficient and clear? 4.3 Did collective production, joint implementation, use of government extension systems and UNDP co-financing provide value for money? 4.4 What delays, procurement constraints, cost increases or implementation bottlenecks occurred, and how effectively were they managed?
5. Impact / Emerging Impact	5.1 What significant intended and unintended changes - positive or negative - can reasonably be associated with EWYSA? 5.2 To what extent has the project contributed to increased production/productivity, household income, food security and livelihood resilience among targeted women and youth? 5.3 To what extent has the project strengthened beneficiaries' resilience and adaptive capacity to climate shocks? 5.4 To what extent has the project contributed to women's economic empowerment, decision-making, agency and meaningful participation? 5.5 Are there observable effects on employment, social cohesion, household relationships or community-level agricultural development?
6. Sustainability	6.1 To what extent are project benefits likely to continue after IBSA funding ends? 6.2 Are producer groups/cooperatives institutionally, technically and financially capable of maintaining irrigation infrastructure, production and market activities? 6.3 Are arrangements adequate for maintenance, repair and replacement of solar irrigation systems and other productive assets? 6.4 To what extent have government extension services, local institutions and beneficiary organizations developed the capacity and ownership required to sustain results? 6.5 Are market, financial-service and buyer linkages likely to continue without project support? 6.6 Which components of EWYSA have the greatest potential for replication or scaling up?
7. Gender Equality, Youth and Inclusion	7.1 To what extent did EWYSA reach and meaningfully benefit women, youth, persons with disabilities and other vulnerable groups as intended? 7.2 To what extent did women participate in and influence project decisions rather than merely receive project inputs? 7.3 Did the GALS/Tea Talk approach contribute to changes in gender norms, household decision-making, women's voice and control over productive resources/income? 7.4 Were there differential results for women and men, young women and young men, and particularly vulnerable beneficiary categories? 7.5 Did the project adequately address safeguarding, GBV/SEA risks, conflict sensitivity and the principle of do no harm?

8. South-South Cooperation / IBSA Added Value	8.1 To what extent did the project embody the principles and added value of South-South cooperation? 8.2 What knowledge, technology, expertise, innovations or development solutions were exchanged with or facilitated by IBSA member countries? 8.3 How useful were IBSA-supported monitoring visits, knowledge exchange and value-chain research to project performance? 8.4 To what extent did IBSA engagement strengthen local capacities rather than create external dependency? 8.5 What EWYSA practices or innovations are suitable for replication in South Sudan or exchange with other Global South countries?
9. Climate Change, Resilience and Environmental Sustainability	9.1 To what extent have the climate-smart technologies, irrigation systems and sustainable agricultural practices strengthened the resilience, productivity, food security and livelihoods of targeted women and youth?

6. Methodology

The final evaluation will be carried out in accordance with Oxfam and UNDP evaluation guidelines and policies, United Nations Group Evaluation Norms and Ethical Standards; OECD/DAC evaluation principles and guidelines and DAC Evaluation Quality Standards. The evaluation should employ a combination of both qualitative and quantitative evaluation methods including:

1. Document review of all relevant documentation. This would include a review of inter alia; project document (contribution agreement); theory of change and results framework; programme and project quality assurance reports; annual workplans; consolidated quarterly and annual reports; mid-term evaluation report; results-oriented monitoring report; highlights of project board meetings; and technical/financial monitoring reports.
2. Semi-structured interviews with key stakeholders including key government counterparts, donor community members, representatives of key civil society organizations, Government, and implementing partners:
3. Development of evaluation questions around relevance, coherence, effectiveness, efficiency, impact, and sustainability and designed for different stakeholders to be interviewed.
4. Key informant and focus group discussions with men and women, beneficiaries, and stakeholders.
5. All interviews should be undertaken in full confidence and anonymity.
6. Surveys and questionnaires including participants in development programmes, Government, and/or surveys and questionnaires involving other stakeholders at strategic and programmatic levels.
7. Field visits and on-site validation of key tangible outputs and interventions. The evaluator is expected to follow a participatory and consultative approach that ensures close engagement with the evaluation managers, implementing partners, and direct beneficiaries.
8. Other methods such as outcome mapping, observational visits, group discussions, etc.
9. Data review and analysis of monitoring and other data sources and methods.

7. Timeframe And Payment Schedule

Evaluation Timeline

The duration of the assignment is 30 days, spread within 20 calendar working days, excluding weekend days after signing of contract. Days are inclusive of traveling, fieldwork, and reporting. The evaluation is expected to be finalized within the specified time frame. This will include inception report, desk reviews, data compilation and report writing.

The whole process of the final evaluation will start in the first week of **September 2026** and is expected to be completed within the specified period above.

The consultant is therefore required to formulate a table summarizing the key tasks and timeframes.

Expected deliverables

The following are key deliverables of the project evaluation.

- **Development of an inception report** highlighting details of the deliverables and methodologies, detailed tools, and instruments (First of all the inception report will be approved by Oxfam before allowing any activities. The agreement with the consultant or consulting firm can be cancelled if the inception report is not approved). This would include all practical operational tools that would be deployed in the survey, the enumerators to be engaged in the survey and the work plan including survey and report deliveries. This should be delivered within 5 days after the signing of the contract.
- Enumerators Training and Survey Questionnaire Testing - the consultant will be responsible to train the enumerators agreed as per inception report and test the data collection tools.
- Survey Execution - According to the agreed sample size and area, beneficiary /community, and stakeholder coverage. If possible, the data collection should be conducted with the support of GPS to map the respondents for future reference.
- **Draft Evaluation report**
- **Validation** meeting with stakeholders
- **Final Evaluation report:** (after incorporating stakeholder feedback)
- **All data sets:** Consultant will deliver the data sets to Oxfam (SPSS, Stata or excel for quantitative and for qualitative transcribed data, including slide deck used for presentation).
- Summary brief (2 – 4) pages)

Remuneration is based on submission of final deliverables according to the schedule below.

No.	Deliverables or Documents to be delivered	% Payment
1	Inception Report [Submission of approved final inception report (incl. final tools)]	[30% total budget]
2	Draft Report [Submission of approved draft study report incl. raw data]	
3	Final Report [Submission of approved final study report]	[70% total budget]
TOTAL		100%

In support of the consultant (s) to undertake the assignment:

The consultant will:

- Agree with Oxfam team (management, technical leads and MEAL team) on the methodology of the Project evaluation
- Lead on the evaluation process and outputs.
- Draft, pilot and finalize different data collection tools
- Collect and analysis data
- Submit the draft Evaluation report to Oxfam.
- Submit the final Evaluation survey report after incorporating comments and inputs from Oxfam and partners.
- Cover all the costs related to the data collection, analysis and report write up (**except costs that are mentioned below and covered by Oxfam**)

Oxfam will:

- Provide all key background documents on the project (Project Appraisal Document, special studies conducted by the project, background information on the project area, reports from participatory M&E studies, etc.).

- Will cover the cost of local travel for data collections.
- Facilitate the data collection in the project location through coordinating with respondents.
- Facilitate any approval documents required by the consultant.

8. Experience Or Profile Requirements

The company/ individual(s) should have the following competencies:

Essential

The consultant/team of consultants should have the following qualifications and experience:

- Postgraduate qualifications in Agriculture or related fields, Monitoring and Evaluation, Social Sciences or any other relevant field.
- Minimum of 5 years' experience in conducting surveys and program evaluations in Food Security and Livelihood, WASH, gender equality and protection and other social sciences research.
- Experience of working on multi sectoral programs which include food security and livelihoods, WASH, gender and protection.
- Should have strong analytical and conceptual skills to clearly synthesize and present findings, draw practical conclusions, make actionable recommendations, and prepare comprehensive reports.
- **Should be 100% South Sudanese.**
- Should have a strong reputation for independence and should comply with minimum ethical standards that guide research and evaluators.
- Experience conducting primary data collection in conflict prone areas.
- Proven experience in quantitative and qualitative data analysis.
- Proven knowledge and skills on COMM care, Kobo Collect and DHIS2 configuration or customization.
- Skills in Data analysis using SPSS, STATA and R
- Excellent reporting and presentation skills.
- Experience of working in multicultural contexts.
- Fluency in English (communication and writing skills).
- Fluency in local languages is an advantage.

9. Application Process

Submission instructions

Applicants must Submit their expression of interest to Oxfam no later than **25th / August / 2026**.

Responses must be submitted in English, electronically to: [Jubaquotations@oxfam.org.uk]

The subject of the mail should be: [ToR – IBSA Project Evaluation + [Name of bidder]

Any questions, remarks or requests for clarification can be sent up to 3 days before the submission deadline in writing. The (anonymised) questions will be answered to all applicants.

Administrative requirements

To be shortlisted for evaluation against award criteria, the following documents must be submitted with this application:

Documents to be submitted		Importance
1	Technical proposal (<i>not more than 15 pages excluding annexes-failure to adhere to this may lead to disqualification</i>) detailing how the consultant(s) will undertake the assignment with CVs of team members and their specific roles and responsibilities in the assignment. • The technical proposal should be brief detailing the understanding of the ToR, proposed methodology and approach for the assignment and testimonial of similar undertakings (make sure copies similar assessments or evaluations are annexed)	Mandatory

Documents to be submitted		Importance
2	Detailed financial proposal (including staff charges, travel, equipment, hardware, software, and other related activities). • All prices must appear in USD, with unit prices, total price and with a breakdown of applicable taxes.	Mandatory
3	Evidence of previous work / references List of similar publications or any other documents proving similar experience and technical and thematic knowledge should be annexed	Mandatory

10 Evaluation Management

The commissioning manager is **Project Manager** supported by the Programme Quality Coordinator and the country Programme team. Other relevant Oxfam colleagues who had direct involvement in this project will constitute part of the review committee which will be responsible for overseeing the work of the consultancy firm and ensuring the effective implementation of the endline. Interaction with the review committee will be at specific points such as the inception, draft and final reports.

Evaluation and award criteria

Selection of the consultants will be based on the following criteria:

- Sound technical proposal: Consultants should demonstrate an understanding of the terms of references as well as a clear baseline methodology including approach, design, and a reasonable schedule.
- Financial proposal- this should indicate all costs including consultant fees as well as field visit costs.
- Experience and educational background of the lead consultant and other team members.
- The consultants should also have key personnel that are aligned with the project themes.
- While evaluating the proposal the qualifications and experience of the personnel will be considered.
- The technical proposal should be brief detailing the understanding of the ToR, proposed methodology and approach for the assignment and testimonial of similar undertakings (make sure copies similar assessments or evaluations are annexed)

Oxfam withholds the right to conduct interviews with one or more potential suppliers before an award decision is made. The purpose of the interview is to seek further clarification on the submitted quotations and learn more about the background and previous experiences of the potential suppliers and their teams.

Other Conditions

Conditions for participating in the procurement process are detailed in the [Terms & Conditions of Bidding](#)

11 Code of Conduct

Oxfam is committed to integrity in its operations and supply chains and ensuring high ethical standards. Complying with all laws and regulations and ensuring fair competition are fundamental to this commitment. We actively promote these principles and standards and expect all Oxfam suppliers to demonstrate commitment towards them.

All consultants/applicant are required to agree and adhere to the [Oxfam Supplier Code of Conduct](#), whereas individuals (including consultants) must sign the [Oxfam Non Staff Code of](#)

Conduct³. These Codes of Conduct set out the specific standards and principles in the areas of human and labour rights, environmental impact and anti-corruption that suppliers must follow.

10. ANNEXES

- [Safeguarding policy](#)
- [Oxfam child safeguarding policy](#)
- [**Oxfam Non-Staff Code of Conduct**](#)
- [**Oxfam Supplier Code of Conduct**](#)

³ Non-Staff Code of Conduct applies for any self-employed individuals or contracted employees of suppliers who are working on Oxfam sites, or who have access to Oxfam materials, or who may represent Oxfam in any manner but are not part of Oxfam's legal entity)