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CARE INTERNATIONAL IN SOUTH SUDAN

TERM OF REFERENCE (TOR) FOR PROVISION OF CASH DELIVERY AND DISTRIBUTION SERVICES IN SOUTH SUDAN

Call for Tenders Schedule

ACTIVITY	DUE DATE	TIME
Tender issue date	20 th May 2026	4:00pm
Deadline for request for any clarifications from CARE in South Sudan	25 th May 2026	10.30 am
Last date on which clarifications are issued by CARE in South Sudan	27 th May 2026	4.00 am
Deadline for submission of tenders	03 rd June 2026	4.00 pm
Tender opening session by CARE	04 th June 2026	10.00 am
Notification to the tenderer for presentation	05 th June 2026	10:00 am
Presentation day by the invited tenderers	08 th June 2026 to 12 th June 2026	10:00 am
Notification of award to the successful tenderer	19 th June 2026	4.00 pm
Signature of the contract	24 th June 2026	4.00 pm

1. Background

CARE International is a leading international humanitarian organization working to save lives, defeat poverty, and achieve social justice. In South Sudan, CARE delivers humanitarian and development programming including emergency response, livelihoods, health, nutrition, gender-based violence prevention, and cash and voucher assistance (CVA).

CARE International currently operates in **Jonglei, Eastern Equatoria, Greater Pibor Administrative Area (GPAA), Unity State, Western Bahr el Ghazal, Central Equatoria, and Ruweng Administrative Area**, with its country office based in **Juba**.

As part of its ongoing cash-based interventions and operational needs, CARE International South Sudan seeks to engage **competent, duly licensed, and experienced financial service providers (FSPs)** to provide **secure, efficient, and accountable cash delivery and distribution services**.

These services will support:

- Cash distributions to project participants/beneficiaries
- Salary and incentive payments to staff, vendors, and partners
- Secure movement of funds between Juba and field locations

CARE International hereby invites qualified service providers to submit **technical and financial proposals** in accordance with this ToR.

2. Purpose and Objectives of the Assignment

2.1 Purpose

The purpose of this ToR is to identify and contract one or more qualified financial service providers to deliver safe, timely, transparent, and reliable cash delivery and distribution services for CARE International's operations across South Sudan.

2.2 Objectives

The specific objectives are to:

- Ensure timely delivery and distribution of cash to intended recipients
- Minimize financial, operational, and security risks
- Ensure compliance with donor, regulatory, and CARE internal policies
- Strengthen accountability, transparency, and auditability of cash transactions

3. Scope of Services

The selected service provider(s) will be required to perform, but not be limited to, the following services:

3.1 Cash Delivery Services

- Secure transportation of cash in **South Sudanese Pounds (SSP)** and **United States Dollars (USD)**
- Cash delivery from CARE offices (Juba or field) to agreed distribution points
- Cash delivery from banks or vaults to CARE offices or distribution sites
- Secure inter-location cash movement between Juba and field locations

3.2 Cash Distribution to Beneficiaries

- Organized and secure cash distributions to CARE program participants
- Verification of beneficiaries against CARE-provided distribution lists
- Issuance of signed and/or biometric payment confirmations
- Crowd control and adherence to humanitarian and protection standards
- Support for post-distribution reconciliation and reporting

3.3 Salary and Operational Payments

- Salary payments in **USD** to CARE staff, temporary workers, and incentives recipients
- Payments to vendors, service providers, and casual laborers as instructed by CARE
- Provision of proof of payment and reconciliation documentation

3.4 Risk Management and Security

- Provision of adequate security during cash movements and distributions
- Deployment of trained armed/unarmed escorts where necessary
- Contingency planning for insecurity, delays, or access constraints

4. Contract Duration

- **Initial contract period:** One (1) year
- **Extension:** The contract may be extended subject to satisfactory performance, continued need, and availability of funds

5. Manner of Submission of Proposals

5.1 General Requirements

- Proposals shall be prepared in the English language
- Proposals must include:
 - Technical Proposal
 - Financial Proposal
- Proposals must be signed, stamped, and submitted in PDF format
- Submission shall be via email, as indicated in the solicitation notice
- Late submissions will not be considered

5.2 Clarifications

- Requests for clarification shall be submitted via email within the specified clarification period
- CARE's responses shall be shared with all bidders as appropriate

6. Content of Proposals

6.1 Technical Proposal

The technical proposal must include the following:

a. Company Profile and Experience

- Legal name, registration details, and ownership structure
- Years of operation (minimum 5 years required)
- Relevant experience in cash delivery/distribution, especially with NGOs, UN agencies, or donors
- References from at least three (3) recent clients
- Must have a valid Tax Clearance Certificate
- All valid licenses for operating in South Sudan Must be provided.
- Must be a Bank and with a valid banking license to operate in South Sudan
- Must have 4 years' experience working with UN and International NGOs in the field offices.
- Must have 4 years' experience in the use of digital systems for cash transfer.
- Must be willing to pilot Mobile Money if Requested and demonstrate capacity to do so.
- Have an agency network with staff to facilitate payments in our field offices.

b. Technological and Operational Capacity

- Cash management systems and reconciliation tools
- Use of biometric systems, vouchers, electronic registers, or MIS (if applicable)
- Data security and confidentiality measures

c. Geographic Coverage

- Areas of operation within South Sudan
- Ability to operate in hard-to-reach and high-risk locations
- Presence or agents in CARE operational states

d. Liquidity Assurance

- Evidence of adequate liquidity and cash availability
- Bank statements or letters from financial institutions
- Mechanisms to ensure uninterrupted cash supply

e. Delivery Timelines

- Standard timelines for cash delivery and distribution
- Emergency response capacity and surge arrangements

f. Compliance, Ethics, and Safeguarding

- Compliance with national laws and regulations
- Anti-fraud, anti-money laundering (AML), and counter-terrorism financing measures
- Adherence to humanitarian principles and CARE's Code of Conduct
- Child protection, PSEA, and safeguarding policies

6.2 Financial Proposal

The financial proposal must be presented in a clear and itemized format and include:

- Unit pricing and/or percentage fees for:
 - Cash distribution to beneficiaries (SSP and USD)
 - Salary and incentive payments in USD
 - Cash delivery within Juba (SSP and USD)
 - Cash delivery to field locations (by state/location) (SSP and USD)
- Any applicable taxes, fees, or surcharges
- Validity of financial proposal

7. Eligibility Criteria

Service providers must meet the following minimum requirements:

- Legally registered and licensed to operate in South Sudan
- Minimum **five (5) years'** demonstrated experience in cash handling and distribution
- Adequate qualified personnel and operational capacity
- Robust data protection and confidentiality systems
- Proven risk mitigation and security management capacity
- No history of fraud, corruption, or major contractual disputes

8. Performance Standards and Reporting

- Timely delivery and distribution as per agreed schedules
- Zero tolerance for fraud, diversion, or misconduct
- Submission of distribution reports, signed payment lists, and reconciliation documents within agreed timelines
- Immediate reporting of incidents, losses, or security threats

9. Payment Provisions

- No advance payments shall be made
- Payments shall be made after completion of services and upon submission of complete and verified documentation

- The service provider shall bear all operational and delivery-related costs unless otherwise agreed
- Payments shall be made in accordance with CARE’s payment procedures

10. Evaluation Criteria

Proposals will be evaluated based on:

- Technical capacity and experience
- Security, risk management, and compliance measures
- Geographic coverage and liquidity capacity
- Cost-effectiveness and financial competitiveness
- References and past performance

CARE reserves the right to accept or reject any proposal, and to award the contract in the best interest of the organization.

Overall Evaluation Structure

Evaluation Stage	Weight (%)	Purpose
A. Administrative Compliance (Pass/Fail)	Mandatory	Ensure bidders meet eligibility and submission requirements
B. Technical Evaluation	70%	Assess capacity, experience, coverage, and risk systems
C. Financial Evaluation	30%	Assess cost-effectiveness and price competitiveness
Total Score	100%	Final ranking

Administrative Evaluation (Preliminary Screening – Pass/Fail)

Only bidders who **fully comply** proceed to technical evaluation.

Administrative Criteria Checklist

Criteria	Requirement	Score
Legal registration in South Sudan (Certificate of Incorporation)	Valid certificate submitted	Pass/Fail
Valid banking license	Mandatory (must be a bank)	Pass/Fail
Tax clearance certificate	Valid and current	Pass/Fail
Minimum 5 years’ experience	Evidence provided	Pass/Fail
Submission completeness	Technical + Financial proposal attached	Pass/Fail
Signed & stamped proposal	Yes	Pass/Fail
Submission format	PDF via Email and within deadline	Pass/Fail
No history of fraud or misconduct	Declaration provided	Pass/Fail
Safeguarding, Fraud, Child labour, money laundering etc policies of the company	Copies of these policies must be attached	Pass/Fail

Technical Evaluation (70)

A. Company Experience & Capacity (20)

Sub-Criteria	Maximum score
Years of relevant experience (≥5 years)	4
Experience with NGOs/UN agencies – at least 5 copies of previous contracts with different agencies between 2023 and 2026.	10
Client references (minimum 3) – Recommendation letters from your clients	6

B. Technical & Operational Capacity (10)

Sub-Criteria	Maximum score
Cash management systems & reconciliation tools	4
Digital systems (MIS, biometrics, mobile money readiness)	4
Data security & confidentiality systems – Policies and systems MUST be well explained in the technical proposal.	2

C. Geographic Coverage & Accessibility (10)

Sub-Criteria	Maximum score
Presence in CARE operational areas	5
Ability to operate in high-risk/hard-to-reach areas	5

D. Liquidity & Financial Capacity (15)

Sub-Criteria	Maximum score
Proof of liquidity (bank statements/letters)	10
Ability to ensure uninterrupted cash supply	5

E. Delivery & Operational Efficiency (5)

Sub-Criteria	Maximum score
Delivery timelines – indicate the number of days for Juba and field locations	3
Emergency/surge capacity	2

F. Past Performance (10) – added advantage for cash transfer facilitators who have previously served CARE South Sudan.

Sub-Criteria	Maximum score
Past performance quality	5
Contract performance & reliability	3
CARE's feedback/relationship	2

Financial Evaluation (30%)

Only bidders scoring **≥50% in the technical evaluation** should proceed.

- Ensures best value for money
- Aligns with ToR requirement for **cost effectiveness**

Financial Criteria

Criteria	Maximum score
Cost competitiveness (lowest evaluated cost)	20
Clarity and transparency of pricing	5
Financial proposal completeness & validity	5

Recommended Thresholds

Stage	Minimum Requirement
Administrative	Pass all criteria
Technical	≥ 50% (35/70)
Financial	Evaluated only if technically qualified

11. Confidentiality

All information provided by CARE International and beneficiaries must be treated as confidential and shall not be disclosed to third parties without prior written consent.

12. Applicable Law

The contract shall be governed by and construed in accordance with the laws of **South Sudan**, and CARE International's internal policies.

13. Acceptance

Submission of a proposal shall be deemed as acceptance of the terms and conditions outlined in this Terms of Reference.

Submission of tenders

Timelines and submissions

1. Technical and Financial proposals including other documents **MUST** be submitted electronically to SSD.Tender@care.org
2. Bidders should not submit partial documents & information as application will not be considered.
3. Deadline to submit Technical & Financial Proposals is by **03rd June 2026, 4:00 PM, CAT.**
4. For any clarifications regarding to this Terms of Reference (ToR), such should be sent to Procurement SSD.Procurement@care.org